

## ATTACHMENTS FORM

**Instructions:** On this form, you will attach the various files that make up your grant application. Please consult with the appropriate Agency Guidelines for more information about each needed file. Please remember that any files you attach must be in the document format and named as specified in the Guidelines.

**Important:** Please attach your files in the proper sequence. See the appropriate Agency Guidelines for details.

1) Please attach Attachment 1	<input type="text" value="1234-One World TVTP Final.pdf"/>	<a href="#">Add Attachment</a>	<a href="#">Delete Attachment</a>	<a href="#">View Attachment</a>
2) Please attach Attachment 2	<input type="text"/>	<a href="#">Add Attachment</a>	<a href="#">Delete Attachment</a>	<a href="#">View Attachment</a>
3) Please attach Attachment 3	<input type="text"/>	<a href="#">Add Attachment</a>	<a href="#">Delete Attachment</a>	<a href="#">View Attachment</a>
4) Please attach Attachment 4	<input type="text"/>	<a href="#">Add Attachment</a>	<a href="#">Delete Attachment</a>	<a href="#">View Attachment</a>
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7) Please attach Attachment 7	<input type="text"/>	<a href="#">Add Attachment</a>	<a href="#">Delete Attachment</a>	<a href="#">View Attachment</a>
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9) Please attach Attachment 9	<input type="text"/>	<a href="#">Add Attachment</a>	<a href="#">Delete Attachment</a>	<a href="#">View Attachment</a>
10) Please attach Attachment 10	<input type="text"/>	<a href="#">Add Attachment</a>	<a href="#">Delete Attachment</a>	<a href="#">View Attachment</a>
11) Please attach Attachment 11	<input type="text"/>	<a href="#">Add Attachment</a>	<a href="#">Delete Attachment</a>	<a href="#">View Attachment</a>
12) Please attach Attachment 12	<input type="text"/>	<a href="#">Add Attachment</a>	<a href="#">Delete Attachment</a>	<a href="#">View Attachment</a>
13) Please attach Attachment 13	<input type="text"/>	<a href="#">Add Attachment</a>	<a href="#">Delete Attachment</a>	<a href="#">View Attachment</a>
14) Please attach Attachment 14	<input type="text"/>	<a href="#">Add Attachment</a>	<a href="#">Delete Attachment</a>	<a href="#">View Attachment</a>
15) Please attach Attachment 15	<input type="text"/>	<a href="#">Add Attachment</a>	<a href="#">Delete Attachment</a>	<a href="#">View Attachment</a>

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## CERTIFICATION REGARDING LOBBYING

### Certification for Contracts, Grants, Loans, and Cooperative Agreements

The undersigned certifies, to the best of his or her knowledge and belief, that:

(1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.

(2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure of Lobbying Activities," in accordance with its instructions.

(3) The undersigned shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly. This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

### Statement for Loan Guarantees and Loan Insurance

The undersigned states, to the best of his or her knowledge and belief, that:

If any funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this commitment providing for the United States to insure or guarantee a loan, the undersigned shall complete and submit Standard Form-LLL, "Disclosure of Lobbying Activities," in accordance with its instructions. Submission of this statement is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required statement shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

#### \* APPLICANT'S ORGANIZATION

One World Strong Foundation Inc

#### \* PRINTED NAME AND TITLE OF AUTHORIZED REPRESENTATIVE

Prefix:  \* First Name:  Middle Name:   
\* Last Name:  Suffix:   
\* Title:

\* SIGNATURE:

\* DATE:

## Application for Federal Assistance SF-424

\* 1. Type of Submission:

- ☐ Preapplication  
☒ Application  
☐ Changed/Corrected Application

\* 2. Type of Application:

- ☒ New  
☐ Continuation  
☐ Revision

\* If Revision, select appropriate letter(s):

\* Other (Specify):

\* 3. Date Received:

05/25/2021

4. Applicant Identifier:

5a. Federal Entity Identifier:

5b. Federal Award Identifier:

State Use Only:

6. Date Received by State:

7. State Application Identifier:

Massachusetts

### 8. APPLICANT INFORMATION:

\* a. Legal Name:

One World Strong Foundation Inc

\* b. Employer/Taxpayer Identification Number (EIN/TIN):

(b)(6)

\* c. Organizational DUNS:

1052493450000

d. Address:

\* Street1:

207 Northern Blvd

Street2:

\* City:

Newburyport

County/Parish:

Massachusetts

\* State:

MA: Massachusetts

Province:

\* Country:

USA: UNITED STATES

\* Zip / Postal Code:

019504421

e. Organizational Unit:

Department Name:

Division Name:

f. Name and contact information of person to be contacted on matters involving this application:

Prefix:

\* First Name:

Dave

Middle Name:

\* Last Name:

Fortier

Suffix:

Title:

Organizational Affiliation:

One World Strong Foundation Inc

\* Telephone Number:

(b)(6)

Fax Number:

\* Email:

(b)(6)

## Application for Federal Assistance SF-424

### \* 9. Type of Applicant 1: Select Applicant Type:

M: Nonprofit with 501C3 IRS Status (Other than Institution of Higher Education)

Type of Applicant 2: Select Applicant Type:

Type of Applicant 3: Select Applicant Type:

\* Other (specify):

### \* 10. Name of Federal Agency:

Department of Homeland Security - FEMA

### 11. Catalog of Federal Domestic Assistance Number:

97.132

CFDA Title:

Financial Assistance for Targeted Violence and Terrorism Prevention

### \* 12. Funding Opportunity Number:

DHS-21-TTP-132-00-01

\* Title:

Fiscal Year (FY) 2021 Targeted Violence and Terrorism Prevention (TVTP)

### 13. Competition Identification Number:

Title:

### 14. Areas Affected by Project (Cities, Counties, States, etc.):

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### \* 15. Descriptive Title of Applicant's Project:

One World Strong Online Resilience Center (OWORC) - Innovation Track: Preventing Domestic Extremism

Attach supporting documents as specified in agency instructions.

Add Attachments

Delete Attachments

View Attachments



**Application for Federal Assistance SF-424****16. Congressional Districts Of:**

\* a. Applicant MA-006

\* b. Program/Project MA-006

Attach an additional list of Program/Project Congressional Districts if needed.

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**17. Proposed Project:**

\* a. Start Date: 05/25/2021

\* b. End Date: 05/25/2023

**18. Estimated Funding (\$):**

* a. Federal	749,300.00
* b. Applicant	0.00
* c. State	0.00
* d. Local	0.00
* e. Other	0.00
* f. Program Income	0.00
* g. TOTAL	749,300.00

**\* 19. Is Application Subject to Review By State Under Executive Order 12372 Process?**

- ☐ a. This application was made available to the State under the Executive Order 12372 Process for review on .
- ☐ b. Program is subject to E.O. 12372 but has not been selected by the State for review.
- ☒ c. Program is not covered by E.O. 12372.

**\* 20. Is the Applicant Delinquent On Any Federal Debt? (If "Yes," provide explanation in attachment.)**☐ Yes ☒ No

If "Yes", provide explanation and attach

Add Attachment

Delete Attachment

View Attachment

**21. \*By signing this application, I certify (1) to the statements contained in the list of certifications\*\* and (2) that the statements herein are true, complete and accurate to the best of my knowledge. I also provide the required assurances\*\* and agree to comply with any resulting terms if I accept an award. I am aware that any false, fictitious, or fraudulent statements or claims may subject me to criminal, civil, or administrative penalties. (U.S. Code, Title 218, Section 1001)**

☒ \*\* I AGREE

\*\* The list of certifications and assurances, or an internet site where you may obtain this list, is contained in the announcement or agency specific instructions.

**Authorized Representative:**

Prefix:  \* First Name: David

Middle Name:

\* Last Name: Fortier

Suffix:

\* Title: President and Founder

\* Telephone Number: (b)(6) Fax Number: 

\* Email: (b)(6)

\* Signature of Authorized Representative: Dave Fortier \* Date Signed: 05/25/2021



## **One World Online Resilience Center (OWORC)**

**One World Strong Foundation  
Boston, MA**

***Innovation Track: Preventing Domestic Extremism  
Amount Requested: \$749,300***

In fulfillment of Targeted Violence and Terrorism Prevention (TVTP) local prevention framework objectives 3 and 5, the One World Online Resilience Center (OWORC) will serve as a one-stop shop for local terrorism prevention and victim services. One World will use its existing resources and those provided by partner organizations to create an online support ecosystem that features terrorism prevention materials, terrorism victims' services, and shareable content from survivors and former extremists that will bolster resilience among local communities and undermine domestic violent extremist (DVE) narratives. One World will create a virtual repository of terrorism prevention resources for stakeholders and assess the effectiveness of counter-messaging content featuring the perspectives of terrorist attack survivors and former extremists. Due to its established partnerships with organizations that have the various components of OWORC well underway, One World is uniquely positioned to design and launch a virtual platform that brings together victim services and terrorism prevention resources with an emphasis on local prevention. This accessible, comprehensive platform will ultimately streamline access to existing resources, thereby filling a tangible gap in services for those at risk of, or affected by, domestic terrorism.

## 1. Needs Assessment

Domestic violent extremists (DVE) posed an increased threat to the United States in 2020, according to an intelligence report delivered to the U.S. Congress in March 2021.<sup>1</sup> Of particular concern to legislators, law enforcement, terrorism practitioners, and many Americans has been the congruent rise in white supremacist and white nationalist inspired violence. A report published in October 2020 by the Center for Strategic and International Studies (CSIS) found that the “violent far-right,” and in particular white supremacist extremists, were responsible for two-thirds of extremist plots and attacks in the U.S. in recent years.<sup>2</sup>

Social media and the internet more broadly have played a significant role in radicalizing users into extremist ideologies, and have ultimately led some individuals to commit acts of violence. The Christchurch mosque shooter reported that YouTube in particular helped expose him to eliminationist and other violent white supremacist views.<sup>3</sup> Similarly, Google search results for the query “black on White crime” helped radicalize Dylann Roof, the Charleston church shooter, who ended up on a white nationalist website that had cataloged alleged instances of Black people committing acts of violence against white people.<sup>4</sup> He then went on to murder nine Black churchgoers. More recently, users of Parler, a “free speech” social media platform utilized by white nationalists and conspiracy theorists, plotted key aspects of the January 6th U.S. Capitol insurrection on the platform. Some Parler users posted which streets to travel to in order to avoid police, while others recommended which tools to bring to open locked doors.<sup>5</sup> Finally, prior to the deadly Unite the Right rally in Charlottesville, VA in August 2017, some white supremacist attendees used the messaging and streaming platform Discord to deliberate on rally logistics and even encourage violence.<sup>6</sup> There is a definitive connection between online discourse begetting offline violence, particularly for those with white supremacist or white nationalist beliefs. As a result of the COVID-19 pandemic and people inevitably spending increased time on the internet, in conjunction with increased political tension and polarization in the American context, online radicalization leading to offline violence will continue to be a looming threat.

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<sup>1</sup> United States Government, Office of the Director of National Intelligence, *Domestic Violent Extremism Poses Heightened Threat in 2021*, Washington, DC, March 1, 2021, <https://int.nyt.com/data/documenttools/biden-administration-domestic-extremist-report-march-2021/ab0bbdf0a8034aea/full.pdf>.

<sup>2</sup> Seth Jones, Catrina Doxsee, Nicholas Harrington, Grace Hwang, & James Suber, “The War Comes Home: The Evolution of Domestic Terrorism in the United States,” CSIS, October 2020, [https://csis-website-prod.s3.amazonaws.com/s3fs-public/publication/201021\\_Jones\\_War\\_Comes\\_Home\\_v2.pdf](https://csis-website-prod.s3.amazonaws.com/s3fs-public/publication/201021_Jones_War_Comes_Home_v2.pdf).

<sup>3</sup> Government of New Zealand, *Royal Commission of Inquiry into the Terrorist Attack on Christchurch Mosques on 15 March 2019*, Wellington, New Zealand, <https://christchurchattack.royalcommission.nz/the-report/firearms-licensing/general-life-in-new-zealand/>.

<sup>4</sup> Rebecca Hersher, “What Happened When Dylann Roof Asked Google For Information About Race?” NPR, January 10, 2017, <https://www.npr.org/sections/thetwo-way/2017/01/10/508363607/what-happened-when-dylann-roof-asked-google-for-information-about-race>.

<sup>5</sup> Sheera Frenkel, “The storming of Capitol Hill was organized on social media,” *The New York Times*, January 6, 2021, <https://www.nytimes.com/2021/01/06/us/politics/protesters-storm-capitol-hill-building.html>.

<sup>6</sup> Megan Farokhmanesh, “White supremacists who used Discord to plan Charlottesville rally may soon lose their anonymity,” *The Verge*, August 7, 2018, <https://www.theverge.com/2018/8/7/17660308/white-supremacists-charlottesville-rally-discord-plan>.

While social media and the internet have undoubtedly played a role in a number of individuals' radicalization processes, interviews with former extremists have revealed that mental health and psychosocial issues—like feelings of loneliness, a desire for belonging, and depression—can all additionally contribute to an individual's descent down the extremist rabbit hole. The combined role of harmful internet content and unaddressed mental health issues demonstrates an undeniable need for an innovative and holistic approach to preventing radicalization and DVE. Psychosocial support, counter-narratives, and counseling are all key services that at-risk individuals, former extremists, and victims of extremist beliefs—including victims of violence as well as families and friends of extremists—can benefit from. In its programming to date, One World has identified two mechanisms in particular that show promise in preventing DVE: 1) resilience centers that combine a range of disparate services, such as mental health and related counseling opportunities, to engage at-risk individuals and 2) the use of “credible messengers” such as former extremists who have since disengaged from extremist movements (also referred to as “formers”).

*Resilience centers:* A pillar of terrorism prevention is the “Aarhus Model,” the paradigm that states anyone concerned about an individual's radicalization may refer them to a resilience center for voluntary engagement with a team of key stakeholders.<sup>7</sup> By bringing together practitioners representing diverse counseling backgrounds and skill sets within the same center, at-risk individuals can be evaluated on a case-by-case basis and referred to the most bespoke and effective services specifically tailored to their needs. Foundational efforts have been developed in the United States such as the Colorado Resilience Collaborative (CRC), which addresses radicalization by providing a hub for multi-sector stakeholders to address the needs of at-risk individuals and to raise awareness about terrorism and targeted violence.<sup>8</sup> However, centers like CRC are rare and geographically dispersed. The reach of these resilience centers could dramatically increase if they and other terrorism prevention practitioners were virtually connected through an online hub to establish a “network of networks” nationwide.

In addition to resilience centers, there are also “resiliency centers,” which provide services to *victims* of terrorism and targeted violence (as opposed to at-risk individuals and extremists). For example, Newtown Resiliency Center (NRC) provides long-term psychological and emotional support resources to those impacted by the Sandy Hook Elementary School shooting in 2012. The NRC has expanded the geographic boundaries of its offerings, providing therapy, community wellness programs, and consultation services for other communities impacted by mass tragedy. Having partnerships between “resilience” centers (focused on prevention) and “resiliency” centers (focused on trauma recovery and victims' services) can scale efficiencies for prevention through their overlapping counseling resources, and the potential of survivors of terrorism to help prevent extremism by bolstering the credibility of counter-messaging. CRC and NRC have laid invaluable groundwork to make the platform proposed herein possible.

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<sup>7</sup> See e.g. City of Aarhus, “The Aarhus Model: Prevention of Radicalization and Discrimination in Aarhus.” [https://strongcitiesnetwork.org/en/wpcontent/uploads/sites/5/2017/06/Status\\_Prevention\\_of\\_Radikalization\\_English-1.pdf](https://strongcitiesnetwork.org/en/wpcontent/uploads/sites/5/2017/06/Status_Prevention_of_Radikalization_English-1.pdf).

<sup>8</sup> Colorado Resilience Collaborative, 2020, <https://psychology.du.edu/counseling-consultation/colorado-resiliencelaborative>.

Table 1. Examples of Resilience/Resiliency Centers

Name	State	Service	Mental Health Resources
<b>Aurora Strong Resiliency Center</b>	CO	Victims	Therapy, faith-based discussion groups
<b>City of Santa Fe Resiliency Center</b>	TX	Victims	Therapy, peer support, therapeutic workshops, spiritual care referrals
<b>Eagles' Haven Wellness Center</b>	FL	Victims	Information about finding therapy services
<b>El Paso United Family Resiliency Center</b>	TX	Victims	Healing and support resources
<b>Gilroy Strong Resilience Center</b>	CA	Victims	Individual and group counseling
<b>Kalamazoo / Battle Creek Resiliency Project</b>	MI	Victims	Information for access to trauma and related services
<b>Marshall County Resiliency Center</b>	KY	Victims	Therapy services, therapeutic and peer support groups, and referrals
<b>Mother Emanuel Empowerment Center</b>	SC	Victims	Support groups and individual therapy.
<b>Resiliency Center of Newtown</b>	CT	Victims	Psychological/emotional support resources
<b>Pittsburgh Resiliency Center</b>	PA	Victims	Behavioral health resources
<b>Vegas Strong Resiliency Center</b>	NV	Victims	Mental health referral center
<b>The Virginia Beach Strong Center</b>	VA	Victims	Mental health resources

*Credible messengers:* One World acknowledges the utility and impact of embracing former violent extremists as credible voices to positively influence at-risk individuals, specifically to undermine recruitment and radicalization. Because “formers” can speak to the futility and flaws



of the movements they previously belonged to, they not only have direct insight into the movements, but also are often members of the same demographic as at-risk individuals.<sup>9</sup>

Stories shared by former extremists are just one means of personalizing and humanizing the causes and consequences of radicalization to violence. Stories shared by victims of terrorist attacks and other forms of extremism (e.g., hate speech) are another tool that has acknowledged potential, but that potential has yet to be fully realized. Victims of terrorism and other acts of hate personify the movements' tragic and tangible impact, "putting a face" to the harm caused by domestic extremism and help at-risk individuals see the human impact of their views.

*Target Demographics of Project:* Our project's target demographics include terrorism prevention practitioners, terrorism victim services centers and individuals seeking extremist content and propaganda online. In total, our project intends to target 20 terrorism prevention practitioners and 15 terrorism victim services centers. These 20 prevention practitioners and 15 victims services centers will be located in **seven** metropolitan areas in the U.S. These cities will serve as pilot locations for OWORC's launch.

*Estimated active users per target metropolitan area (to include survivors, formers, and practitioners):*

- Orlando, FL: 700
- Boston, MA: 900
- Atlanta, GA: 600
- Portland, OR: 450
- St. Louis, MO: 450
- Los Angeles, CA: 800
- Las Vegas, NV: 6,500

The Las Vegas network is already established, with over 20,000 network members (comprised of practitioners, terrorism attack survivors, and survivor friends and family members) and an estimated 6,500 active OWORC users after launch. One World's collaboration with the Vegas Strong Resiliency Center has also enabled the creation of training and onboarding materials for network users which can be used for all new network users and administrators, mitigating potential costs. The other estimated active users per target metropolitan area are estimated based on One World's and its partners' connections with practitioners, resilience/resiliency centers, and hospitals in each respective pilot city.

These metropolitan areas have been selected based on One World and its partners' existing relationships, resources, and the capacity of practitioners in those areas. Achieving the stated goals and objectives (detailed in section 2.1) require significant and continued stakeholder engagement at the local level to build transparent and trusted relationships among those who stand to benefit from the comprehensive range of resources provided through OWORC. For

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<sup>9</sup> See, e.g. Rachel Briggs and Sebastien Feve, "Review of Programs to Counter Narratives of Violent Extremism: What Works and What Are the Implications to the Government," Institute for Strategic Dialogue, 2013, <https://www.dmeforpeace.org/peaceexchange/wp-content/uploads/2018/10/Review-of-Programs-to-CounterNarratives-of-Violent-Extremism.pdf>; Marina Tapley and Gordon Clubb, "The Role of Formers in Countering Violent Extremism," International Centre for Counter-Terrorism – The Hague, April 2019, <https://icct.nl/wpcontent/uploads/2019/04/ICCT-Tapley-Clubb-The-Role-of-Formers-in-CVE-April2019.pdf>.

example, in the wake of the 2016 Pulse nightclub shooting in Orlando, Florida, Orlando Health, a private network of hospitals in Central Florida, contacted One World asking to utilize the platform detailed herein to build out their own virtual resiliency center. Orlando Health hospitals had treated victims of the Pulse shooting and wanted to use One World's innovative infrastructure to provide online support to victims. Strong stakeholder relationships such as these reduce risk, enhance resilience, ensure information sharing, and quickly and efficiently fulfill requests for services by OWORC users. One World and its partners will consistently prioritize the building and sustaining of these local relationships in order to successfully execute the project across the seven listed localities.

*Other Programs Targeting Project Demographics:* As discussed previously and demonstrated in Table 1, there are disparate resilience and resiliency centers located across the U.S. Each of these centers provides their respective communities with necessary mental health and psychosocial services, both for victims of terrorism and in some cases for at-risk individuals. As of this writing, there is no program, entity, or effort to move these centers to a virtual platform and connect them with one another. OWORC will fill that gap. While a number of organizations are working to 1) create networks of terrorism prevention practitioners, 2) generate compelling and personal content, and 3) support victims of terrorism, there has been no collective effort to date that combines these activities into a virtual and thereby widely accessible platform. The proposed project will bring together these three key elements in DVE prevention into one invaluable resource: the OWORC platform.

## **2. Program Design and Implementation and Measurement Plan**

### ***2.1 Program Design***

*Problem statement:* Resilience centers are rare, siloed, and geographically restricted, which limits access and therefore impact. These limitations are fundamentally at odds with the nature of the threat they are meant to prevent and counter. Existing terrorism victim resiliency centers provide resources that can be leveraged for terrorism prevention. Online extremist content and its offline consequences can be mitigated through a holistic approach that benefits those whose geographic location, disability status, financial status, or hesitancy to seek assistance has previously prevented them from pursuing and/or obtaining the support they need. The creation of One World's virtual resilience center will connect users with the services and resources they need on an easily scalable basis.

*Program goals and objectives:* The goal of the proposed project is to bolster community driven safeguards against DVE by empowering local, regional, and national terrorism prevention practitioners, relevant frontline responders, and individual Americans seeking support by providing access to a holistic, one-stop-shop platform. The series of deliverables resulting from this project will support Goal 3 of the 2019 Strategic Framework for Countering Terrorism and Targeted Violence (CTTV), the Prevention of Terrorism and Targeted Violence, through the below objectives and outcomes.

The standing up of the One World Online Resilience Center (heretofore referred to as the “OWORC”) will directly fulfill several of the stated objectives of the TVTP Grant Program. In particular, OWORC will contribute to:

- *Objective 3: Members of the local community engage among the broadest set of local stakeholders that sustain trusted partnerships and increase communications addressing radicalization to violence.* Specifically, OWORC will result in several key outcomes, including increased access to threat assessment and management services, more communities having access to programming to enhance resilience to targeted violence and terrorism narratives, and enhanced social cohesion programs supporting prevention efforts aimed at targeted violence and terrorism. One World will produce up-to-date, high-quality content and best practices for terrorism prevention practitioners that can be found on the OWORC platform. Those resources will be immediately put into practice through the process of redirecting individuals searching for harmful content online. Using a range of in-house online targeting and engagement methodologies tailored to the needs of at-risk communities, Moonshot will deliver positive, alternative content to at-risk users online. These online campaigns are designed to counter extremist and generally harmful narratives, and will consist of existing online content as well as original content produced by One World.
- *Objective 5: Members of the local community have access to multi-disciplinary (psychologists, educators, faith leaders, medical personnel, inter alia) threat assessment and management teams that can intervene with an individual who has radicalized to violence before it becomes a criminal justice issue.* Specifically, OWORC will result in a one key outcome for this objective, in that it will refer and connect individuals with risk factors to online or offline support services. OWORC will be a centralized online resilience center that facilitates access to cross-sector resources for terrorism prevention and victim services nationwide. The center will take the form of an easily accessible and navigable web platform that provides exhaustive resources to those who need them. Awareness of OWORC and its activities will be raised by college or university students who will be tasked with executing their own ad campaigns as part of a partnership between OWORC and their respective schools.

These objectives are specific, measurable, achievable, relevant, and time-bound:

- **S:** The proposed objectives of this project demonstrate a clear connection between the problem statement, logic model, and theory of change, and **specifically** convey a project that is intended to create an accessible virtual resilience center that can help mitigate instances of DVE.
- **M:** The aforementioned outcomes will be **measured** and evaluated using a series of data collection and analysis tools such as partner surveys, stakeholder reporting, user surveys, web metrics, YouTube metrics, and A/B testing, among others. The full measurement plan is detailed in Appendix C.
- **A:** The underpinning goal of this proposal, as aforementioned, is to create an online platform that empowers coordination among local, regional, and national terrorism prevention practitioners, relevant frontline responders, and individual Americans seeking support. The objectives stemming from this goal are **achievable** because all of the required parts—the virtual platform, accompanying licenses, the practitioner network,



and disengagement and counter-narrative content—are up and running, and simply need to be congregated within the broader OWORC platform.

- **R:** This proposed objectives are **relevant** because they are in direct fulfillment of Goal 3 of the Strategic Framework for Countering Terrorism and Targeted Violence (CTTV), the Prevention of Terrorism and Targeted Violence.
- **T:** The objectives listed above are sufficiently **time-bound**, and will be completed during the period of performance as defined within the NOFO. Phase 1 will take place from October 2021 to June 2022 and phase 2 will take place from June 2022 and July 2022. Finally, Phase 3 will take place from July 2022 to July 2023, ending two months before the end of the period of performance and thereby leaving time for any unexpected deadline extensions.

## ***2.2 Project Implementation and Measurement Plan***

***Note: The full implementation and measurement plan can be found in Appendix C.***

The One World Strong Foundation (“One World”) was founded in the aftermath of the Boston Marathon bombing by survivors of those bombings, creating a network of survivors to support each other and to reach out as peer mentors to new victims as successive attacks on American soil occur. In the course of our work, we have collaborated with former extremists, many of whom have shared that engaging with past victims, thereby humanizing their own potential victims, helped deter them from future violence. We have formed a holistic support ecosystem, which—together with partners like the Newtown Resiliency Center—is on the verge of becoming a “network of networks” for a range of terrorism prevention and victim services.

Using the shared resources from victim services resiliency centers, our diverse partners, and other terrorism prevention and psychosocial support stakeholders, we propose to collate these seemingly disparate networks to create the One World Online Resilience Center, or OWORC. This online platform will provide a widely accessible and non-geographically bound access point for anyone seeking terrorism prevention tools. It will then link those individuals to relevant practitioners. Those who are unable or unwilling to access the help they need (typically due to physical, emotional, or financial constraints) will be able to—for the first time—reach necessary tools anywhere at any time. OWORC is COVID restriction-compliant and is the first comprehensive platform of its kind that avoids the ableism, financial gatekeeping, and emotional and physical bandwidth often experienced by those seeking support.

The virtual platform and practitioner network are currently in development; their initial conceptualization has already been funded by the Semper Fi & America’s Fund and Microsoft. This funding request is in support of platform rollout specific to bolster local prevention frameworks. The timeline of our project will comprise of three phases:

- Phase 1: Creation and Curation (October 2021 – June 2022)
- Phase 2: Launch (May 2022 – June 2022)
- Phase 3: Proof of Concept (July 2022 – July 2023)

Following the completion of these phases, the remainder of the grant period of performance will be dedicated toward developing the sustainability of the platform and progressively reducing dependency on grant funding.

Activity	Deliverable	Timeline	Owner
Content Creation	Compelling and persuasive content that can be tested to determine efficacy in countering extremist narratives	October 2021–June 2022	One World; Dear World
Content A/B Testing and Seeding	A report delivered to DHS/TVTP outlining the efficacy of different kinds of platform resources and disengagement content based on project campaigns.	March – May 2022	Moonshot
OWORC platform “Hard Launch”	An accessible virtual platform that connects users with mental health services and resources.	May – June 2022	One World
Internal Reviews	Routine internal reports disseminated to all network members and stakeholders providing recommendations of possible improved practices.	October 2022 – May 2023	One World
OWORC marketing campaign	A comprehensive marketing campaign conducted by college and university students to raise awareness of OWORC among government entities and civil society organizations.	January – May 2023	One World; EdVenture Partners
Review of Best Practices	Collection of aforementioned internal reviews and other collated best practices into a single document to be disseminated to internal and external practitioners.	May – July 2023	One World

### Phase 1: Creation and Curation

Upon award, One World will begin tailoring existing operations to be housed within OWORC, including updating operational management to ensure preparedness for incoming terrorism prevention inquiries, formalizing the full network of resilience and resiliency centers and terrorism prevention practitioners, and creating best practices for DVE prevention. The best practices will be based on lessons learned from resilience centers and other key stakeholders, including OWORC participants from each of the seven pilot metropolitan areas, thereby emphasizing the significance of local prevention frameworks. It is worth noting that Billy Evans, the former Boston Police Commissioner, has agreed to facilitate connections with local police departments in the pilot cities for One World and its partners to further engage local stakeholders and ensure higher uptake of OWORC by practitioners, survivors, and at-risk users.

*Online Platform Development:* OWORC will consist of a platform hosting a myriad of terrorism prevention resources, and will feature a secure chat function (similar to a helpline) for users to engage real-time with a trained member of the OWORC network. The platform will also show users contact information for relevant mental health services. When users come to the platform with a specific request, OWORC will direct them to the member most appropriate for their specific needs. We will leverage OWORC’s Founding Members (see below) to create bespoke sections of the online platform to route incoming terrorism prevention requests to their services. For example, OWORC partner Parents for Peace will use the platform as a resource for local referrals. Parents for Peace will work with One World and its digital services provider, **Nettxio**, to create a custom section on the platform to interface with incoming requests. In so doing, these Founding Members will not only be featured prominently within OWORC’s web platform but

will provide critical beta testing to curate a sense of what works for partners within the platform. We will complete basic development during the spring of 2022 and execute a “soft launch” in June 2022; this would involve making the website live without advertising it just yet.

Online platform development includes the following technical partners and considerations:

- Microsoft is currently hosting OWORC free of charge.
- Microsoft’s Yammer service has already agreed to provide One World, all future OWORC members, and other key stakeholders with unlimited licenses, enabling network use free of charge. The unlimited number of free licenses will allow the unfettered expansion of the network into new locations across the U.S.
- As part of the platform development process, the McCain Institute’s online network of practitioners and service providers will be migrated and integrated into OWORC.
- OWORC (inclusive of the app, updated One World website and backend system) will enable the vetting of new users by the administrator for the specific platform group in question (determined by traumatic event, nature of service provided, etc.). Vetting will occur automatically, cross referencing data entered from new users with backend data as well as manually by the administrator of the group to add an extra layer of security.
- All data used on the platform (either by the users or administrators) will remain end-to-end encrypted at all times to ensure anonymity and safety.
- All data will be kept in a secure environment and encrypted at all times, thereby meeting and exceeding all U.S. and EU Data/Security Standards (General Data Protection Regulation - GDPR).
- All communications within the application and with other services will be rigorously and continuously tested for weaknesses, vulnerabilities, and potential exploitation.
- All development work will be done in a secure environment and all development code and data will remain encrypted.

***Note: See Appendix A. for wireframes of in-progress OWORC platform.***

*Content Creation:* One World’s connections with terrorism victims is a key resource to offer to DVE prevention efforts within local prevention frameworks. One World will leverage its network of survivors and formers to create content and host it on the platform for terrorism prevention practitioners to use. OWORC contributing partner Dear World specializes in the cultivation of compelling content that yields emotive responses. This content, as aforementioned, can be used to connect with at-risk individuals to help humanize potential victims of hate and extremism and assist them in empathizing with past victims. The OWORC platform will host original content created through the combined efforts of One World and Dear World.

*Creation of Online Safeguarding Campaign:* To connect at-risk users with the platform, OWORC will engage Moonshot to deliver a bespoke online targeting and engagement strategy to connect at-risk users with support services and content hosted on the OWORC platform. The online referral network will work across search platforms and potentially be expanded to social media, utilizing Moonshot’s technical targeting and engagement tools to disrupt online pathways to harmful content by connecting those specific users with safe, confidential support platforms, including Crisis Text Line and the OWORC platform. To illustrate, if a user located in one of the targeted metropolitan areas conducts a Google search for DVE-related content, they will see a

carefully curated ad text inviting them to click through to the platform. It is important to note that all data collected as part of this online engagement strategy is publicly available and anonymous.

### Phase 2: Platform's "Hard" Launch

Throughout May and June 2022, One World will execute a hard launch of both OWORC and the accompanying online engagement/safeguarding campaign to guide at-risk users to the platform. Initial referrals to the platform will be fielded to CTL, and gradually dispersed through member organizations and providers of the OWORC network. The hard launch phase will also include advertising efforts undertaken by One World and its OWORC partners through social media, engagement with the existing practitioner network, and other public-facing marketing efforts. All troubleshooting and technical support will be provided by Nettxio. All training for new platform partners and administrators will be administered by Community Manager, Dave Fortier.

### Phase 3: Proof of Concept

The proof of concept phase will consist of activities to monitor and evaluate the efficacy of the various facets of the platform. One World will iteratively update operations and web content based on user feedback to consistently remain up-to-date with best practices in DVE prevention, new resources and service providers, and other factors that impact the quality of the user journey for at-risk users, victims, and practitioners. See Appendix C for additional details on the monitoring and evaluation tools and goals aligned with the project outcomes.

*Campaign Deployment and Optimization:* In March 2022, Moonshot will work with OWORC to test the resonance of original content and third-party resources among at-risk users. This A/B testing methodology builds upon the online targeting and engagement strategy. Statistically significant differences in how the user base engages with the diverse content and resources hosted on OWORC. Based on that data, One World and Moonshot will continually adapt which resources are most likely to be consumed, and will accordingly adjust how OWORC deploys its resources. Moreover, this analysis will provide prevention practitioners on a national scale with an empirical measure of the effectiveness of survivors as credible messengers. Moonshot will complete its A/B testing in May 2022, and then evaluate resource and content engagement and effectiveness and make adjustments throughout the remainder of the period of performance. The results will be analyzed and communicated via an independent report delivered to DHS/TVTP. Independent testing of content by an experienced partner organization will yield actionable insights regarding the ways in which potential DVEs engage with the different types of platform resources (e.g. if at-risk users prefer original content developed by One World/Dear World or if they are more likely to use the live chat function).

*Internal Review Procedures:* In October 2022, OWORC will initiate internal review procedures to ensure that users are able to access services and providers as quickly as possible, and that user experience is constantly improving. To do so, OWORC will release a survey among all participating organizations and providers and review internal data that shows the length of time for individual platform users to create their account and subsequently be steered toward relevant resources or service providers.

*Peer-2-Peer: Challenging Extremism and Invent 2 Prevent:* EdVenture Partners (EVP) has facilitated Peer-2-Peer ("P2P") and Invent 2 Prevent ("I2P") challenges for DHS, the Department of State, Facebook, the Anti-Defamation League (ADL), and the McCain Institute. The program



empowers college students to create their own terrorism prevention campaigns modeled after the respective client's objectives. As part of the OWORC proof of concept phase, EVP will connect four partner universities with the OWORC as their client for the spring semester of 2023 (January to May 2023). Approximately 80 college students from geographically diverse locations will create opportunities to highlight OWORC and its innovative coalition of resources and service providers. The primary target demographic for the campaigns will be federal, state, and local government entities and civil society organizations that stand to benefit from terrorism prevention resources on a national scale.

*Best Practices Review:* One World will facilitate a best practices review for resiliency and resilience centers. The review will be based on the practical coordination between resiliency and resilience centers during the period of performance up to that point. It will yield a comprehensive view of related resilience resources in the five metropolitan areas that comprise the pilot project, as well as practicalities of managing and integrating the diverse resources that make up the OWORC platform.

*Note: See Appendix B. for logic model and theory of change.*

### **3. Organization and Key Personnel**

#### **3.1 Organization**

**The One World Strong Foundation** is a nonprofit organization dedicated to improving the lives of those impacted by terrorist attacks, hate crimes or traumatic events. One World provides non-political and non-religious support to individuals and families within a few weeks of the incident—when the full weight of a new reality can be overwhelming—and then be there for them throughout the healing process, however long that takes. One World's extensive network of partners enables the organization to respond to any terrorist attack, hate crime or traumatic event—wherever that may occur in the world—to support survivors and families who lost loved ones through their transition to a new reality. One World's goal is to build an international community of survivors, dedicated to helping others who are impacted by terrorism, hate or trauma in their time of need. One World's unique contribution to OWORC is the empowerment of its existing victim support network, together with its team of volunteer formers and other partners, to create free, accessible content that can support terrorism prevention. *One World is leading the proposed project and will head up the virtual resilience platform while also connecting additional practitioners and providers with the network.*

#### **3.2 Contributing Organizations**

##### Partners: Founding Members

- **The McCain Institute at Arizona State University** was awarded a TVTP grant in 2020 and is currently building a practitioner network that connects resilience centers, terrorism prevention practitioners, and mental health providers from across the U.S. *This developing network will be housed on OWORC.*
- **EdVenture Partners ("EVP")** builds academic partnerships to address social impact, marketing communications, and other business-related challenges for government, Fortune 500s, non-profits, trade associations and national clients. EVP has partnered with

nearly 1,000 academic institutions in 76 countries worldwide. Over 200,000 students have participated in EVP's peer to peer, experiential learning programs that have reached hundreds of millions of people through personal engagement and social media. *EVP will use its academic sector connections to support OWORC partners seeking to engage college/university students.*

- **Parents For Peace** is a non-governmental public health nonprofit empowering families, friends, and communities to prevent radicalization, violence, and extremism. *It will be OWORC's primary referral partner.*
- **Moonshot** is a social enterprise whose multi-disciplinary team of social scientists, data scientists, and communications experts works together to deliver digital messaging campaigns, referral networks, capacity building, and research across the globe. Moonshot takes an approach to DVE based on the analysis of vulnerabilities and grievances of vulnerable audiences; its work is informed by our conviction that people can change for the better. *Moonshot will provide data insights to help OWORC target operations and provide relevant stakeholders with a shared and accurate understanding of the platform's efforts.*

#### Partners: Members

- **Global Ties** will leverage its 100 offices across all 50 states to facilitate open communication and consistent collaboration between OWORC members and relevant local stakeholders.
- **Orlando Health:** Orlando Health will be the first healthcare network to integrate into the OWORC platform. During product development, *Orlando Health will—at no cost to DHS—facilitate the implementation of the platform in the other pilot cities.*
- One World partners with **resiliency centers nationwide** including 10.27 Healing Partnership (PA), Aurora Strong Resiliency Center (CO), City of Santa Fe Resiliency Center (TX), Eagles' Haven Wellness Center (FL), El Paso United Family Resiliency Center (TX), Emmanuel Lutheran Empowerment Center (SC), Gilroy Strong Resiliency Center (CA), Kalamazoo/Battle Creek Resiliency Project (MI), Marshall County Resiliency Center (KY), Resiliency Center of Newtown (CT), Virginia Beach Strong Center (VA), Vegas Strong Resiliency Center (NV).

#### Non-Member Partners

- **Dear World** is a nonprofit specializing in personal storytelling and has demonstrable experience creating compelling and emotional content. The organization has profiled survivors of the Boston Marathon bombing as well as survivors of the deadly attacks at the Pittsburgh Tree of Life Synagogue, at Marjory Stoneman Douglas High School in Parkland, Florida, and the Orlando Pulse nightclub shooting. Dear World has experience sharing terrorism victims' stories with the world. *Profiles and interviews of terrorism survivors and former extremists will be hosted on OWORC.*
- **Nettxio** is an innovative software and intelligence services company focused on business management and will deliver *optimization solutions, infrastructure planning, and technical implementation services.* Nettxio will also revamp the One World Strong website to improve user experience for those who do not have access to apps.
- **Crisis Text Line (CTL)**, a global not-for-profit organization that provides free mental health texting services and confidential crisis interventions via SMS message. CTL will

provide preliminary intervention services at the start of the project. Referrals to the network will then be gradually integrated into OWORC's member organizations and providers. *Referrals to the OWORC at the start of the platform's launch will be sent to CTL as an established and trained intervention provider before referrals are gradually given to OWORC's member organizations.*

### **3.3 Key Personnel**

**Dave Fortier** currently serves as the President for the One World Strong Foundation with efforts on peer-to-peer network development for survivors, families that have lost loved ones, and first responders to terrorist and extremist attacks. He is a conflict mitigation, prevention, and response leader focusing on survivor and first responder resilience, counterterrorism and counter-extremism programming and messaging development. A survivor of the 2013 marathon bombings in Boston, his efforts are focused on developing counter narrative strategies with survivors and formers, radicalization awareness, designing peer-to-peer support networks, facilitating trauma response, and resiliency center implementation programs for long-term sustainability and success. *Dave will serve as the Community Manager (ultimately, the Program Manager) who will be "in the field" as the OWORC representative among partners and users and will lead production efforts for original content.*

**Tom Benoit** is the Chief Financial Officer of Semper Fi & America's Fund (the Fund), the highest rated national military/veteran charity in the country. He joined the Fund in 2014 and is responsible for Accounting, Finance and Human Resources. Prior to joining the Fund, Tom was Chief Financial Officer of Homes for Our Troops (HFOT) from 2004 through 2013. He began as a volunteer at HFOT shortly after its founding, and over nine years worked as part of its executive management team to grow it into a nationally recognized, highly rated military nonprofit. Tom graduated with a Bachelor of Science degree in Accounting from the University of Massachusetts - Dartmouth. Tom is the Board Treasurer of One World Strong Foundation, a position he has held since 2017. *Tom will lead all financial reporting efforts throughout the period of performance and beyond to ensure the platform's sustainability.*

**Stephanie Cinque**, LMSW, a social worker, is the founder and executive director at The Resiliency Center of Newtown (RCN). RCN is an organization that opened in response to the December 14, 2012 tragedy at Sandy Hook Elementary School. The center offers free and reduced cost trauma-informed non-traditional therapeutic services and a safe space for people to gather and heal. Stephanie graduated from Columbia University with her Master of Science in Social Work then went on to spend the past decade working within the criminal justice system in New York City and for the State of Connecticut Office of the Public Defender until she left to open RCN. While working as a social worker Stephanie performed advocacy, trauma-informed crisis counseling, community referrals and mitigation for the indigent population along with child protection work. *Upon receipt of the TVTP grant, Stephanie will serve as the executive director of OWORC for the duration of the period of performance and beyond. Her efforts will focus on growing the practitioner network.*

## **4. Sustainability**

The One World Virtual Resilience Center is designed to be highly sustainable. The grant funding will be used to create the online platform and the proof of concept pilot projects. **The virtual platform and practitioner network are currently in development; their initial conceptualization has been funded by the Semper Fi Fund and Microsoft.** One of Microsoft's services, Yammer, has already agreed to provide OWORC with unlimited licensing to provide to network partners and stakeholders (e.g., terrorism prevention practitioners, mental health experts, etc.). Upon award, TVTP grant funding will be allocated to combine the disparate parts of the OWORC in preparation for product launch. The foundational aspects of this project are well underway, making OWORC uniquely low-risk and sustainable. Following the grant period of performance, One World will continue to operate OWORC and ensure ongoing coordination with contributing members based on the organization's standard course of business and overarching mission. The contributions made by McCain Institute, EVP, and Parents for Peace will be covered by existing funding from other sources.

Upon receiving funding from the TVTP grant, OWORC's management personnel will begin working towards making the platform additionally sustainable by fundraising at events such as the Boston Marathon, an event that One World is uniquely connected to; its founder was a victim of the Boston Marathon bombing. Upon award, OWORC will begin exploring opportunities and limitations surrounding expansion of the platform to include additional resiliency/resilience centers. This will further bolster the user base and sustainability of the network, as new resilience center partners can then migrate their own networks and contacts onto OWORC without the financial and time obstacles involved in creating in-house applications from scratch. One World will charge these entities a nominal annual fee for their use of OWORC. One World's sustainability plan for OWORC also features the expansion of its Annual Giving Program, building a larger donor base, enhancing agency marketing, and pursuing additional grant opportunities as needed.

## 5. Budget Details and Narrative

<b>Budget Category</b>	<b>Federal Request</b>
Personnel	<b>\$ 383,400</b>
Fringe Benefits	<b>\$ 28,200</b>
Travel	<b>\$ 30,000</b>
Supplies	<b>\$ 6,000</b>
Contractual	<b>\$ 230,000</b>
Other	<b>\$ 36,000</b>
<i>Total Direct Costs</i>	<b>\$ 713,600</b>
Indirect Costs	<b>\$ 35,700</b>
<b>TOTAL PROJECT COSTS</b>	<b>\$ 749,300</b>



For staff assigned to multiple projects, we estimate the number of days each staff member will work directly on the project. Our direct wages for current staff are based on actual wages, taking into consideration salary history, market rates, and the nature of the position. Daily rates are calculated by dividing the annual salary rate, bonus, and social security payments by 230 (estimated work days per year, taking into consideration weekend, holidays, sick leave, vacation, etc.). Fringe benefits to be received by staff on this project are likely to include health and dental insurance and educational benefits in line with One World's general benefits package. For fringe costs, we calculated a daily fringe rate for each employee and multiplied it by the number of days they are scheduled to work on OWORC programming.

We estimate during the project there will be approximately 10 trips throughout the U.S. for two members of One World's core team to manage the delivery of the program, specifically for events on attack remembrance dates. Accommodation costs for required travel related to this project will be covered by One World's partner, AirBnB, per an existing agreement. Allowances, travel, transportation and per diem costs for One World staff and consultants are in accordance with federal travel regulations. Per diem is estimated for all staff and consultant travel in accordance with the most recent per diem rates posted by the General Services Administration. One World anticipates \$6,000 for supplies.

One World will comply with all USG requirements for subcontractors. Basic details of the delivery proposals from these partners are described below, and more information can be provided upon request. One World is a U.S.-based, 501(c)3 nonprofit organization partnering with contractors who have agreed to reasonable, if not highly discounted, rates for this project. This represents a strong value proposition for the USG.

The core costs will center on building the platform, administering the platform, and staffing the live chat function and platform moderator/administrator roles, creating the survivors and formers content, Google ads required for the Redirect campaign, terrorism prevention programs support from Vasa Strategies, and practitioner support from the McCain Institute. One World staff personnel, fringe supplies, and travel will cost \$447,600 based on the program and project management time to build the resources, and the ongoing staff time to direct user inquiries and create member partnerships. The Other category includes a 24/7 hotline (see text on Crisis Text Line in section 3.2) at \$36,000.

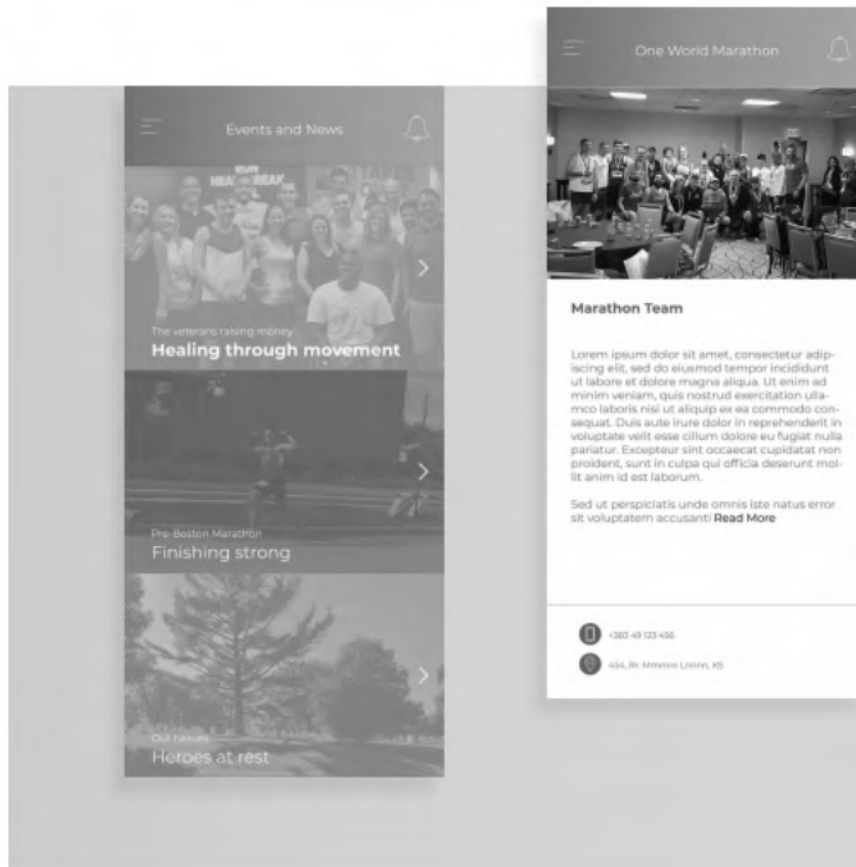
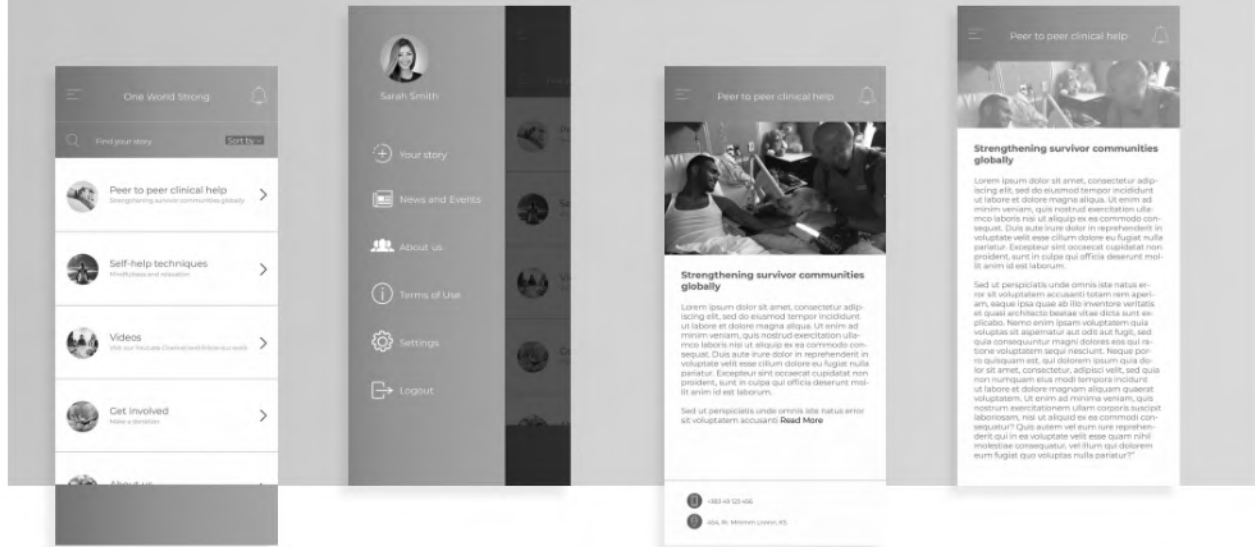
The Contractual line includes three items. Nettxio has agreed to build a usable, clean platform with accessible content, a simple content management system, secure and confidential user management and secure chat, and secure customer relationship management tools for \$10,000. Moonshot will charge \$150,000 for A/B testing and data services. A cost of \$70,000 will fund the creation of the survivors and formers content through Dear World. Indirect costs include a 5% management and administration cost required to manage a large-scale project of this type, totaling \$35,700.

## Appendix A. Wireframes for OWORC Platform



Nonprofit organization dedicated to improving the lives of those impacted by terrorist attacks, hate crimes or traumatic events.

# screens



Contact us

Let us know if we can help you cope with your own traumatic event. Or learn more about how you can support our cause.

Name

E-mail

Subject

Message

Contacts

+383 49 123 456

454, Rt. Merren Linn, KS

Submit



## Appendix B. Logic Model & Theory of Change

### Appendix B.1. Logic Model

If	
·	A virtual resilience center is created to connect at-risk individuals and victims to relevant practitioners, services, and resources, regardless of geographic location
·	OWORC uses staff with experience in terrorism prevention and victim services to direct inquiries
·	Alternative narrative content is created to undermine DVE narratives using terrorism survivors and former extremists
·	The cultivated resources, volunteer practitioners, and original content are hosted on OWORC's platform
·	The original content featuring survivors and formers is impactful, providing empirical evidence that these populations can serve as credible messengers for at-risk individuals
·	A college student-led campaign directs traffic to the platform
Then	
·	Terrorism prevention practitioners will be matched with platform users who need services
·	Terrorism prevention practitioners will increase connections with one another and with relevant service providers who previously operated outside of their respective field(s)
·	Terrorism prevention practitioners will have access to established best practices undermine domestic terrorist narratives
·	College students will have opportunities to develop experience in online campaigns related to the promotion of terrorist prevention content
Therefore	
·	Increased public awareness of the resources available to those who have survived DVE or are at risk of radicalization, contributing to the prevention of uptake of extremist beliefs and resulting violence
·	Audiences will be less vulnerable and susceptible to narratives employed by DVEs
·	DVE influence online and offline will be reduced

## Appendix B.2. Theory of Change

Inputs		
<ul style="list-style-type: none"> <li>• Online web platform showcasing terrorism prevention and victims' services resources</li> <li>• Staff time directing terrorism prevention inquiries</li> <li>• Network of terrorism prevention practitioners and terrorism victim services resilience centers.</li> <li>• Best practices in terrorism prevention resilience center management</li> </ul>	<ul style="list-style-type: none"> <li>• Survivors and formers able to create compelling storytelling content</li> <li>• Redirect playlist with survivors/former content</li> </ul>	<ul style="list-style-type: none"> <li>• College/university students motivated to learn to counter online extremism</li> <li>• Online marketing curricula for countering online extremism</li> <li>• Access to survivors and formers content</li> </ul>
Activities		
<ul style="list-style-type: none"> <li>• Create an online web platform for terrorism prevention practitioners that can be viewed by individuals in need of terrorism prevention support</li> <li>• Facilitate assistance to individuals seeking support through the platform, both driving them to terrorism practitioners and facilitating partnerships among practitioners and with victims' services practitioners</li> </ul>	<ul style="list-style-type: none"> <li>• Create compelling content featuring survivors and formers to provide alternative narratives to domestic terrorist narratives and add that content to the online platform</li> <li>• Evaluate the effectiveness of the content in redirecting individuals searching for domestic terrorist-related online content</li> </ul>	<ul style="list-style-type: none"> <li>• Empower four classes across four different colleges/universities to lead terrorism prevention social media campaigns that leverage the resources of the center</li> </ul>
Outputs		
<ul style="list-style-type: none"> <li>• Access point for the supply of terrorism prevention demand</li> <li>• Resource consolidations across terrorism prevention resilience and terrorism victim services</li> <li>• Cross-geographic connectivity of terrorism resilience resources</li> <li>• Single hub for terrorism prevention services</li> </ul>	<ul style="list-style-type: none"> <li>• Survivors and formers content</li> <li>• Open access to survivors and formers content</li> <li>• Terrorism prevention practitioner access to A/B testing results of content</li> </ul>	<ul style="list-style-type: none"> <li>• Social media campaigns to identify and avoid narratives related to recruitment and mobilization to violence through survivors and formers content</li> <li>• Social media campaigns to identify and avoid narratives related to recruitment and mobilization to violence through virtual resilience resources</li> </ul>
Outcomes (Short Term)		
<ul style="list-style-type: none"> <li>• Additional vetted resources for terrorism prevention practitioners that make individuals less susceptible to violent extremism</li> <li>• Increase in connectivity and partnerships across terrorism prevention resilience centers that help make individuals less susceptible to violent extremism</li> </ul>	<ul style="list-style-type: none"> <li>• Increased resources for digital awareness-raising campaigns challenging terrorism and violent extremism with evidence of user engagement</li> </ul>	<ul style="list-style-type: none"> <li>• College/university students with increased skills in identifying avoiding narratives related to recruitment and mobilization to violence</li> <li>• Wide adaption of comprehensive terrorism prevention resources</li> </ul>

#### Outcomes (Long Term)

- Society is more broadly aware of domestic terrorism threats and resources to prevent them
- A significant number of organizations are empowered to make audiences less susceptible to domestic terrorism narratives

- Effective alternative narratives are widely promoted online diminishing domestic terrorists' influence

- Society is more broadly aware of domestic terrorism threats and resources to prevent them
- Effective alternative narratives are widely promoted online, diminishing domestic terrorists' influence

## Appendix C. Implementation and Measurement Plan

**Project Goal Statement:** To mitigate domestic violent extremism by undermining white supremacist extremist and far-right extremist narratives while empowering online coordination among terrorism prevention implementers.

<b>Organization Name</b>	One World Strong Foundation
<b>Project Title</b>	One World Virtual Resilience Center
<b>Grant Number</b>	DHS-20-TTP-132-00-01
<b>Grant Implementation Period:</b>	October 2020 – September 2022
<b>Reporting Period:</b>	1

**OUTCOME 1:** Engagement among local community stakeholders addressing violent radicalization is increased by expanding access to 1) threat assessment and management services, 2) programming to enhance resilience to targeted violence and terrorism narratives, and 3) enhanced social cohesion programs supporting targeted violence and terrorism prevention efforts.

- **Mid-Term Outcome 1.1:** Creation and adaptation of compelling disengagement and counter-narrative content with contributing partner Dear World by end of Phase 1 of project
- **Mid-Term Outcome 1.2:** Full launch of One World Online Resilience Center (OWORC) platform by Phase 2 of project
- **Mid-Term Outcome 1.3:** 20 terrorism prevention practitioners and 15 terrorism victim services centers from seven major metropolitan areas in the US gain access to OWORC platform and best practices for resilience programming



## OUTCOME 1 IMPLEMENTATION PLAN

Mid-Term Outcomes	Activity	Inputs/Resources	Period	Anticipated Outputs	Progress
<b>Objective 1.1:</b> Creation and adaptation of compelling disengagement and counter-narrative content with contributing partner Dear World	1.1.1. Collaborate with Dear World to create compelling disengagement and counter-narrative content featuring survivors and formers	<ul style="list-style-type: none"> <li>Network of survivors and formers able to create compelling storytelling content</li> <li>One World and Dear World staff</li> <li>Existing Dear World content resources</li> </ul>	Oct 2021 - June 2022	<ul style="list-style-type: none"> <li>TBD number of new pieces of disengagement and counter-narrative content in various formats to be hosted on OWORC platform</li> </ul>	(Complete for Progress Report Only)
	1.2.1. Update operational management of platform to ensure readiness for full launch	<ul style="list-style-type: none"> <li>One World and Netxio staff</li> <li>Technical development and management costs</li> </ul>	Oct 2021 - June 2022	<ul style="list-style-type: none"> <li>Operationally ready OWORC platform</li> </ul>	
	1.2.2. Beta testing of platform by Founding Member partner organizations	<ul style="list-style-type: none"> <li>Founding Member partner organizations</li> <li>One World and Netxio staff</li> <li>Microsoft licenses (available free of charge)</li> </ul>	Oct 2021 - April 2022	<ul style="list-style-type: none"> <li>Participation of three Founding Member organizations</li> <li>Beta-tested platform (with needed refinements and iterations completed)</li> </ul>	
<b>Objective 1.2:</b> Full launch of OWORC platform	1.2.3. Complete “hard” launch of OWORC platform	<ul style="list-style-type: none"> <li>One World, Netxio</li> </ul>	June - July 2022	<ul style="list-style-type: none"> <li>Tested and refined OWORC platform is live</li> </ul>	
	1.3.1. Integration of McCain Institute’s online network of practitioners and service providers onto platform	<ul style="list-style-type: none"> <li>Network of practitioners and service providers</li> <li>One World and Netxio staff</li> </ul>	Oct 2021 - June 2022	<ul style="list-style-type: none"> <li>McCain Institute’s online network of practitioners and service providers fully integrated into platform</li> </ul>	
	1.3.2. Internal OWORC review	<ul style="list-style-type: none"> <li>One World staff</li> <li>Participating organizations and providers</li> <li>Survey</li> </ul>	Aug - Nov 2022	<ul style="list-style-type: none"> <li>Internal assessment of user experience on platform</li> </ul>	
<b>Objective 1.3:</b> 20 terrorism prevention practitioners and 15 terrorism victim services centers gain access to OWORC platform and best practices for resilience programming	1.3.3. Best practices review of existing resilience resources and OWORC platform	<ul style="list-style-type: none"> <li>One World staff</li> <li>Participating resilience and resiliency centers in seven metro areas</li> </ul>	Aug 2022 - July 2023	<ul style="list-style-type: none"> <li>Final report providing a comprehensive view of resilience resources in the seven metropolitan areas that comprise the pilot project, and practicalities of managing and integrating the resources on OWORC platform</li> </ul>	

## OUTCOME 1 MEASUREMENT PLAN

Activity #	Outcome Indicator(s)	Data Collection Method and Timeframe	Results
1.1.1	Number of new pieces of disengagement and counter-narrative content created and uploaded to platform	Internal monitoring and progress reporting; Deadline of June 2022	(Complete for Progress Report Only)
1.2.1	Operational readiness of OWORC platform	Internal monitoring and progress reporting; Deadline of June 2022	
1.2.2	Number of participating Founding Member organizations; Iterations completed during beta testing	Documentation of confirmed Founding Member organizations and documentation of beta test changes; Ongoing Oct 2021 – April 2022	
1.2.3	Status of OWORC platform	Internal monitoring and progress reporting; Deadline of July 2022	
1.3.1	Number of practitioners and service providers integrated into platform	Documentation of accounts created; Ongoing Oct 2021 – June 2022	
1.3.2	Qualitative assessment of user experience; amount of time spent on platform; number of downloads of platform materials	Surveys conducted, review of internal user data after several months of platform use; Aug – Nov 2022	
1.3.3	Status of comprehensive review of best practices	Internal monitoring and progress reporting; Monthly check-ins Aug 2022 – July 2023	

**OUTCOME 2:** Members of the local community are provided access to a platform offering referrals and resources for individuals presenting risk factors of radicalization which connects these individuals to online or offline support services led by multi-disciplinary threat assessment and management teams.

- **Mid-Term Outcome 2.1:** Adaptation and launch of online engagement campaign directing at-risk online users away from potentially harmful, VE-related content to OWORC
- **Mid-Term Outcome 2.2:** 80 college students from four partner universities launch terrorism prevention campaigns highlighting OWORC and its innovative coalition of resources and service providers to several target demographics by the end of the period of program performance

## OUTCOME 2 IMPLEMENTATION PLAN

Mid-Term Outcomes	Activity	Inputs/Resources	Period	Anticipated Outputs	Progress
<i>Objective 2.1:</i> Adaptation and launch of Redirect campaign directing at-risk online users away from potentially harmful, VE-related content to OWORC	2.1.1. Determination of search terms to include in safeguarding	<ul style="list-style-type: none"> <li>• One World and Moonshot staff</li> <li>• Existing Moonshot technology and knowledge base</li> </ul>	January - February 2022	<ul style="list-style-type: none"> <li>• Search keyword database</li> </ul>	(Complete for Progress Report Only)
	2.1.2. Launch of online campaign offering at-risk users ads for OWORC using positive alternative messaging	<ul style="list-style-type: none"> <li>• Moonshot staff</li> <li>• Cost of online ads</li> </ul>	March - May 2022	<ul style="list-style-type: none"> <li>• TBD number of Google ads targeting at-risk users nationwide</li> </ul>	
	2.1.3. A/B testing to test the effectiveness of original content and third-party resources among at-risk users	<ul style="list-style-type: none"> <li>• One World and Moonshot staff</li> <li>• Cost of online ads</li> </ul>	March - May 2022	<ul style="list-style-type: none"> <li>• Report evaluating engagement of potential DVEs with platform resources and content</li> </ul>	
<i>Objective 2.2:</i> 80 college students from four partner universities launch terrorism prevention campaigns highlighting OWORC and its innovative coalition of resources and service providers to several target demographics by the end of the period of program performance	2.2.1. Mobilization of network of college students to create and launch online campaign highlighting OWORC platform and resources	<ul style="list-style-type: none"> <li>• One World and EdVenture Partners (EVP) staff</li> <li>• 80 college students from four universities nationwide</li> <li>• Existing EdVenture Partners P2P challenge resources</li> </ul>	Jan - May 2023	<ul style="list-style-type: none"> <li>• College student-led online campaigns promoting OWORC and its terrorism prevention resources</li> <li>• Participation of 80 geographically dispersed college students</li> </ul>	

## OUTCOME 2 MEASUREMENT PLAN

Activity #	Outcome Indicator(s)	Data Collection Method and Timeframe	Results
2.1.1	Status of search keyword database	Internal monitoring and progress reporting through monthly meetings; January – February 2022	(Complete for Progress Report Only)
2.1.2	Number of online ads targeting at-risk users nationwide	Online ads metrics data in biweekly updates; March 2022 – May 2022	
2.1.3	Engagement rates, downloads, and other quantitative and qualitative data on user interactions with ads and platform	Online ads and site engagement metrics data in weekly updates; March – May 2022	
2.2.1	Number of college students participating; Status of college student-led online campaigns	Documentation of college student participants, periodic reporting from EVP; Jan – May 2023	

Not limited to: economic, social, or political changes; changes to planned partnerships; legal or compliance changes; or other risks unique to this project. Use the chart below to identify these risks; add additional rows if necessary.

<b>Risk Identified</b>	<b>Likelihood of Risk</b> Low/Medium/High	<b>Risk Analysis</b> Brief assessment of the impact the identified risk could/would have on the project	<b>Risk Management Plan</b> Plan to minimize the impact that the risk presents to the project and adjustment to be made if the risk transpires
Web platform user anonymity to hacking/doxing	Low	Those who use our platform may be at risk of being targeted by white supremacists, including those with hacking/doxing capabilities	The chat function will be fully secure and One World will practice minimization procedures to reduce the information held on users
One World Staff security to hacking/doxing	Low	Our staff may be targeted by white supremacists, including those with hacking/doxing capabilities	The website will be built in a secure way and staff will be directed to be discrete about publicly sharing information. One World will maintain collaborative relationships with law enforcement.
COVID social distancing interferes with program efficiency	Low	Physical meetings and events may need to be canceled and/or postponed	The vast majority of the project can be done virtually. While it is ideal to bring survivors/formers together with the camera crew, the timing of filming can be flexible based on COVID spread conditions.
Lack of usefulness of content	Medium	The A/B testing could reveal that the content we produce is not credible for terrorism prevention practitioners	While this would reduce the reach/impact of our content, it would be a finding we would share with practitioners, informing the broader community and advancing the discipline

## Appendix D. Resumes of Key Personnel

### DAVID C. FORTIER

Boston, MA

(b)(6)

#### WORK EXPERIENCE

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##### **One World Strong Foundation | Boston, MA**

###### ***Founder/President***

***02/2017 - Present***

- Engaging with U.S. embassies, U.S. federal agencies in the states, as well as with foreign governments and local community leaders, to help align the short and long-term needs of survivors, families that have lost loved ones, and first responders to terrorist, extremist, and mass casualty events – focus on developing sustainable resilience and prevention programs.
- Extensive background in conflict mitigation, prevention, and response leadership focusing on survivor and first responder resilience, counterterrorism and counter-extremism program development - promoting innovative recovery approaches to local, national, and international mass casualty events.
- Expertise across the national and international security paradigm such as developing counter narrative strategies with survivors and formers, radicalization awareness, designing peer-to-peer programs, facilitating trauma response, and resiliency center implementation.
- Connecting and working closely with local, state and federal law enforcement to develop targeted programs for victim assistance in the wake of mass casualty events in several cities.
- Implementation of sister city programs in Somalia and U.S. based schools focused on peer-to-peer understanding in three learning program areas: art and cultural exchange, humanitarian assistance, youth and educational program development.
- Actively engaged on a number of public diplomacy initiatives in the U.S. and overseas, including the International Visitors Leadership Program (IVLP), the flagship professional exchange program of the U.S. Department of State.
- Designed and implemented a global event in 2019 where individuals from around the world formed teams and combined distances by working together without regard to race, religion, ethnic background, or politics to achieve 26.2 miles over a four-day period, more than 7000 people participated from 63 different countries.

##### **Merrimack Global Partners | Newburyport, MA**

###### ***Principal Consultant and President/Founder***

***05/2006 – 01/2018***

- Started, managed and grew a wireless telecommunications and data services organization utilizing diverse and emerging technologies to deliver strategic solutions to major corporations globally.
- Extensive focus on business process design and optimization, change & risk management, organizational design and workforce planning.
- Interviewed, hired and maintained teams throughout the U.S., France and Kosovo.
- Consistently delivered on client projects ranging from software development and data integration to CRM and online/offline service support.
- Merged the company in 2018 to better focus time and efforts on the development and objectives of One World Strong Foundation globally.

**Darwin Partners | Boston, MA**

***Executive Vice President - Telecommunications***

***02/1998 – 05/2006***

- Responsible for organizing, building and maintaining a self-functioning telecommunication organization of 75-100 people with finance, sales, customer service and direct project oversight across the country.
- Direct oversight for objectives and sales targets for teams throughout the U.S.
- Lead efforts to grow E911 business and wireless cell site builds, as well as organizing sustainable cell site software maintenance programs nationally.
- Consistently delivered on target sales and customer service objectives for multiple teams across the country specializing in program and project management for cell site implementation and E911 call maintenance.

**GKN Brambles | Paramus, NJ**

***Director – Field Logistics and Communication Services***

***02/1989 – 01/1998***

- Responsible for building and maintaining a highly functional regional customer service organization while building CRM packages designed to increase client satisfaction.
- Responsible for major client efficiency and reporting with ratings consistently at 95-100% across all clients.
- Delivered key client service reports weekly for our senior executive team to insure continuous delivery quality of corporate services both in the region, as well as nationally.

**EDUCATION**

**Western New England University**

Master of Business Administration, Concentration in Economics and Program Management (May 1996)

**Western New England University**

Bachelor of Arts, Business Administration (May 1987)

**RELEVANT EDUCATION, EXPERIENCE & AWARDS**

- Director of Disaster Recovery, Beth Israel Deaconess Medical Center (BIDMC) Fellowship in Disaster Medicine – Boston MA
- 2020 Citizen Diplomat Award Recipient – U.S. Department of State, Educational & Cultural Affairs, Global Ties Programming
- Senior Fellow, Strong Cities Network - Specializing in Rights and Needs for Victims of Terrorism and Terrorism Prevention Programs – London, U.K.
- US Department of State Speakers Program - Member
- Dartmouth Tuck School – Business Program Course Completion in Business Planning, Process Optimization and Organizational Design



## **STEPHANIE N. CINQUE**

Bradenton, FL 34211

(b)(6)

### **WORK EXPERIENCE**

#### **Resiliency Center of Newtown | Newtown, CT**

##### ***Executive Director/Founder***

***09/2013 - Present***

- Responsible for developing and implementing trauma-informed programs, programs youth impacted by trauma, and programming for day and sleep away camp for youth.
- Facilitate all hiring and supervision of office staff and therapists, supervise all accounting and financial functions, and produce quarterly report for board of directors.
- Participate in Resiliency Center Directors meetings via the Nat'l Crime Victims Center.
- Provide trauma-informed clinical services to clients in crisis and consult with other communities who have had a mass shooting to share lessons learned.

#### **Division of Public Defender Services | Litchfield, CT**

##### ***Social Worker II***

***07/2007 – 09/2013***

- Interviewed clients and guardians to conduct diagnostic screenings, prepared psycho-social reports to be presented to all parties, formulated treatment plans for clients and make referrals to community-based agencies, and provided crisis counseling to clients and their families.
- Assisted public defenders in presenting information and testimony to the courts and visited clients in jail, prison, hospitals, residential programs and/or community.

### **EDUCATION**

#### **Southern Connecticut State University**

Doctorate, Social Work (Anticipated: May 2023)

#### **Columbia University**

Master of Science, Social Work (July 2003)

#### **Western Connecticut State University**

Bachelor of Arts, Social Work (May 2002)

### **VOLUNTEER WORK**

#### **FBI Victim Services Response Team (present)**

- Identify and prioritize existing materials on mass casualty response and the needs of children, participate in conference calls regarding topics related to mass casualty response and children.

#### **Connecticut Division of the Northeast Terrorism and Disaster Coalition for Children and Family Resilience (present)**

### **RELEVANT CERTIFICATIONS & TRAINING**

- School Social Worker Certification (CT State) - C012009232884
- Licensed Master Social Worker (CT State) – 14029743
- Certified School Social Worker (FL State) – 1416934
- Youth Mental Health First Aid, Mental Health First Aid USA
- Second Step Training Social Emotional Learning



**THOMAS BENOIT**  
East Falmouth, MA 02536

(b)(6)

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**WORK EXPERIENCE**

**Semper Fi & America's Fund**

**Chief Financial Officer**

**01/2014 – Present**

- Work as part of the executive management team to chart the course of the organization and focus on the accounting and financial areas to insure proper financial management and the highest ratings from charity watchdog groups.
- Responsible for all accounting, finance, investment management and Human Resources.

**Homes For Our Troops**

**Chief Financial Officer**

**04/2006 – 12/2013**

- Worked as part of HFOT's executive management team to grow it into a nationally recognized, highly rated military nonprofit with \$20 million in annual donations.
- Responsible for all accounting, finance and investment management and Human Resources.

**Covanta-SEMASS Waste-To-Energy Facility**

**Finance Manager**

**07/1990 – 03/2006**

- Responsible for all accounting and finance at this waste-to-energy facility in Rochester, MA, the third largest such facility in the country with \$150 million in annual revenues.

**House Calls**

**Controller**

**01/1985 – 06/1990**

- Responsible for all facets of the accounting function for this publicly held home healthcare company. Responsibilities included SEC filings, Federal and state tax filings, cash flow management and coordination of the annual audit.

**KPMG**

**Senior Accountant**

**09/1981 – 12/1984**

- Senior accountant in this public auditing firm, with clients in banking and retail.
- Performed the public auditing function for three initial public offerings.

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**EDUCATION**

**University of Massachusetts – Dartmouth**

Bachelor of Science, Accounting (May 1981)

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**VOLUNTEER WORK**

**One World Strong (2017 - present)**

- Assisting founder with filing for nonprofit status, formulating the mission and goals of the organization and performing all accounting functions.
- Currently serving as Board Treasurer, a position held since 2018.

**Homes for Our Troops (2004 – 2006)**

- Prior to joining HFOT as CFO, volunteered as its acting CFO starting shortly after its founding, performing all duties from donation entry to managing the annual audit.

## **Appendix E. Letters of Support/Recommendation**



18 St. Cross Street, Moonshot Cve Ltd, 4th Floor,, London, England, EC1N 8UN

**24 May 2021**

To Whom It May Concern:

I respectfully submit this letter of support for the Targeted Violence and Terrorism Prevention (TVTP) grant proposal for the One World Strong Foundation. Moonshot CVE looks forward to working with One World on this project.

Moonshot CVE provides a range of terrorism prevention resources, including our Redirect Method to place ads online that direct individuals searching for violent content to non-violent content that undermines extremists narratives. We implemented a Redirect Method campaign in all 3,142 counties in the United States last year. As part of our efforts, we frequently work with survivors of terrorist incidents and former extremists.

Moonshot looks forward to supporting One World's proposal for the TVTP grant program, including by conducting AB tests among the at risk audience, and raising the profile of the OWORC platform.

One World's insights into how formers and survivors can work together to prevent terrorism is of interest to us, and the ability to test the results of their new content would not only undermine extremist narratives, but allow us to test "what works".

Further, as terrorism prevention practitioners, having access to the One World Resiliency Hub could serve as a very helpful tool for our U.S.-based work. We look forward to serving as both a collaborative partner and "Founding Member" of the Hub.

Please do not hesitate to reach out with any questions.

Sincerely,

(b)(6)

Ross Frenett  
**Founder**



May 21, 2021

Myrieme Churchill, M.Ed., C.E.C.  
Executive Director of Parents for Peace  
1490 Union Avenue,  
Memphis TN, 38104

Dear Sir/Madam:

I am pleased to support your proposal to the U.S. Department of Homeland Security FY 2021 Target Violence and Terrorism Prevention Grant.

I am currently the Executive Director of Parents for Peace, and I am also a first responder to P4P National Helpline to help people exit hate groups.

I stand in support of the One World Strong Foundation in their effort to prevent violent extremism. If selected to conduct their work, Parents For Peace will look forward to working with One World on this project. Parents For Peace was pleased with previous partnership with the One World Strong on joint prevention events.

Parents For Peace is a 501 (c) 3, public health, that supports families concerned about loved ones becoming involved with extremism. Parents for Peace raises public awareness, provides effective intervention resources, and advocates for effective policy solutions. Parents for Peace is happy to provide resources to support One World developing and deploying content taken from personal interviews, collaboration on details regarding messaging, captioning and several other areas of

collaboration. Parents For Peace works closely together with former extremists and survivors of violent extremism in order to share their stories. Further, as terrorism prevention practitioners ourselves, having access to One World as part of this program with DHS could serve as a very helpful resource for our U.S. based work.

Please do not hesitate to reach out with any questions.

Sincerely,

Myrieme Churchill  
Executive Director, Parents for Peace

(b)(6)





May 21, 2021

Dave Fortier  
One World Strong Foundation

Dear Dave,

I am pleased to support the One World Strong Foundation's application for a Department of Homeland Security Targeted Violence and Terrorism Prevention Grant. I am excited to collaborate with the One World Strong Foundation to create and populate a Virtual Resilience Center, which will address the critical and urgent threat of rising hate-based violence in the United States.

The Preventing Targeted Violence program at the McCain Institute for International Leadership shares a common goal with One World Strong Foundation in our efforts to prevent targeted violence and terrorism. As part of Arizona State University, we have a proven track record of producing impactful programming to address particularly challenging national and international problems. We are currently building a nation-wide Prevention Practitioners Network (PPN), a DHS-funded project which connects and supports interdisciplinary professionals providing direct prevention and interventions services to address targeted and hate-based violence within the United States.

As an expert in terrorism prevention at community, state, and national levels, I can attest to the need for this Virtual Resilience Center. I currently serve as the Senior Director of Preventing Targeted Violence at the McCain Institute. Previously, I served as Regional Director of the DHS Office of Terrorism Prevention Partnerships, established and served as Deputy Director for the U.S. Countering Violent Extremism Task Force, and coordinated all terrorism prevention initiatives across the U.S. Department of Justice. In each of these capacities, I have developed strong relationships with prevention and intervention practitioners around the country whom I can work with to populate the Virtual Resilience Center.

If awarded, I commit to leveraging the McCain Institute's Prevention Practitioners Network to aggregate terrorism prevention resources for the Virtual Resilience Center. I also commit to working closely with EdVenture Partners to engage I2P students in developing social and digital communication assets to market and promote the Center throughout the country to federal, state, and local governments and to civil society organizations.

In collaborating with the McCain Institute and other founding members Moonshot, Partners for Peace, and EdVenture Partners, One World is uniting and leveraging key organizations working in the terrorism prevention and intervention space. I look forward to working with you and our partners on this important project.

Sincerely,

(b)(6)

Brette Steele

Senior Director of Preventing Targeted Violence  
McCain Institute for International Leadership



To whom it may concern,

May 22, 2021

I am pleased to offer our support to the One World Strong Foundation and its application for a Department of Homeland Security and Targeted Violence and Terrorism Prevention Grant.

There is no doubt in my mind that stories have the power to change the world. One World Strong know has a significant track record of bridging racial, religious and cultural gaps since their founding after the Boston marathon bombing.

From people we've worked with who are survivors of terrorism to first year college students, I've seen first hand what opening dialogue and moving towards healing can do for people. One World Strong's vision to create a virtual resiliency center to help combat and prevent domestic terrorism is needed and its needed now.

I'm confident in the team that has been assembled.

I'm confident in our team's ability to create meaningful work that delivers results.

For us, we've photographed over 150,000 people over the past ten years, have visited over 200 colleges, corporations and non-profit organizations that use our method to tell meaningful stories.

We look forward to partnering with One World strong and are impressed with the care, precision and vision of the Targeted Violence and Terrorism Prevention (TVTP). Please do not hesitate to reach out to me directly if you'd like access to more of our work or if you need any questions answered.

Sincerely,

(b)(6)

Robert X. Fogarty  
Founder  
Dear World

(b)(6)



April 4, 2020

To Whom It May Concern:

As you know, white supremacists have grown increasingly dangerous and adept at spreading their violent propaganda to radicalize people all over the U.S. Due to the national security threat being posed by an emerging hate landscape, I urge the U.S. Department of Homeland Security to find a permanent home for the innovative One World Virtual Resilience Center.

EdVenture Partners is a practitioner organization responsible for implementing the Peer-to-Peer: Challenging Extremism (P2P) program for the Department of Homeland Security from Spring Semester 2015 through Spring Semester 2017. During these five semesters, P2P directly engaged over 3,000 Gen Y and Z millennial university students who were responsible for developing, designing and implementing social and digital media campaigns to combat violent extremist messages online.

Throughout the U.S., P2P reached millions of people and demonstrated its ability to effectively partner with the tech sector. P2P students, the next generation of terrorism prevention practitioners, developed innovative campaigns, tools and products to combat targeted violence and hate. Many of these DHS-funded P2P campaigns continue on to this day as non-profits, NGO's, university institutes and for-profit organizations. Some have been awarded DHS grants to continue and grow their operations.

P2P would like to once again engage in domestic terrorism prevention by being a partner of the proposed One World Virtual Resilience Center's initiative. Our role is vital: P2P students will be instrumental in developing social and digital communication assets to market and promote the Virtual Resiliency Center throughout the country to federal, state, and local government entities as well as civil society organizations. Additionally, the opportunity to leverage content from One World survivors and formers into the spectrum of counter-narrative material developed by P2P students will be of immense value and will lend credibility and authenticity to this messaging.

Our joint approach with One World, along with Founding Members Moonshot, Parents For Peace and McCain Institute for International Leadership will help highlight the Virtual Resiliency Center and its resources. By use of social media campaigns, as well as the content created by One World's survivors and formers, the Virtual Resilience Center creates a user base for the Center and testing "what works" in counter-narrative content to prevent domestic terrorism.

Thank you in advance for your review and consideration of the One World Virtual Resilience Center's submission to address the Innovation Track, Preventing Domestic Terrorism programming.

Sincerely,

(b)(6)

Tony

Tony Sgro  
CEO & Founder





1414 Kuhl Ave.  
Orlando, FL 32806  
tel 321 843 7000  
OrlandoHealth.com

Date: May 24, 2021

To: Department of Homeland Security (DHS) Targeted Violence and Terrorism Prevention (TVTP) Grant Program  
Re: One World Strong Foundation TVTP Grant support

This is a letter of support for the development and implementation of a virtual resiliency center for survivors, families of lost loved ones, veterans, first responders, and health care providers who have experienced terrorist and extremist violence such as the June 12, 2016 Pulse Nightclub tragedy.

Having the ability to connect hospital personnel, victims, and first responders with peers, both domestically and internationally, who have faced the same or similar trauma, is an advantage that we did not have. This would also provide an opportunity for rapid sharing of best practices. We know from our personal experiences during the Pulse tragedy and from watching the psychological aftermath during the days that followed, that having a connection with someone who identifies with another's grief is invaluable.

We have worked closely with One World since their first visit to Orlando Health in the immediate aftermath of the Pulse Nightclub attack. The bonds that One World has created between survivors and emergency response personnel have generated countless stories of resilience and perseverance that can be utilized in prevention efforts nationally. We are excited to help One World grow this needed network of practitioners online, having efficient access to timely and accurate information is paramount in the healthcare field. Helping One World to build and grow this network is also critical to preventing acts of extremist violence as early intervention and prevention is key.

We support the creation and implementation of the Prevention Practitioners Network (PPN) and the One World online network that will power it. The PPN is a DHS-funded initiative which links and supports interdisciplinary professionals who provide direct prevention and intervention services to address hate-based attacks and violence. These acts of terror leave life-long emotional and physical scars on those left behind. The network One World is building can help prevent countless acts of violence, we are honored to assist in helping to ensure the online prevention program is successful nationally.

Thank you,

(b)(6)

Date:

5/24/2021

Eric Alberts  
Corporate Director of Emergency Preparedness  
Orlando Health



1414 Kuhl Ave.  
Orlando, FL 32806  
tel 321.843.7000  
OrlandoHealth.com

(b)(6)

Date: 5/24/21

Amy C. DeYoung, MBA, RRT  
Assistant Vice President Orlando Health &  
Chief Operating Officer Orlando Health | Health Central Hospital

(b)(6)

Date: 5/24/21

Mary D. Senne, PhD  
Corporate Director, Well-Being  
Orlando Health



To Whom it may concern,

I have had the opportunity to work with Dave Fortier in multiple capacities; the most recent being as a supporter of his cause, the One World Strong Foundation, and their initiative to build and launch a Virtual Resiliency Center to connect and provide valuable resources to people in need across the globe. The opportunity to be involved in such an impactful cause was greatly appreciated by me as well as several members of our leadership team.

The idea that our company, Nettixio, could leverage its strengths in software development, web development and data analytics to help people around the world overcome personal challenges after being impacted by horrific tragedies in their lives was not only rewarding but also resonated personally by many people within our company. Our head of sales currently has two sons in the military and has seen first-hand how challenging it can be for active military members and veterans to cope with stresses during and after serving our country. Our head of operations and head of IT both grew up in former Yugoslavia and have experienced oppression, the loss of many close friends and family members, and have seen many people struggle to survive without receiving the support and treatment that they gravely need to work towards living a healthy and happy life. Over 70% of our development and delivery staff is based in the same region with similar unfortunate experiences.

We are extremely grateful to be supporting the development and implementation of the One World Virtual Resilience Center to be utilized for prevention of domestic extremism here in the U.S. The breadth of experience and intimate knowledge One World has with survivors of terrorist and extremist attacks and their vast network of subject matter experts is the foundation of the effort. When combining the strong enabling capabilities of One World with Nettixio's advanced development capabilities and personal experiences of key members of our leadership team, we believe we can rapidly implement a targeted flow of information to those that need it the most.

This is not just a project for us. It is an honor to be a part of such a worthy cause targeted at helping so many overlooked and underserved people in our world. We hope to change many lives with our efforts and greatly appreciate the opportunity to do so.

Thank you,

(b)(6)

Edward Krzyzanowski  
CEO, Nettixio, Inc.

(b)(6)



American Counterterrorism  
Targeting & Resilience Institute  
[AmericanCTRI.org](http://AmericanCTRI.org)

**Letter of Support to:** Department of Homeland Security (DHS)

**Regarding:** FY 2021 TVTP Grant

Dear Homeland Security Program Officer:

**The American Counterterrorism Targeting and Resilience Institute (ACTRI)** and Partner Organizations (*Storzy, Moonshot CVE & Other*) are pleased to support One World Strong's proposal for funding for the FY 2021 Targeted Violence and Terrorism Prevention (TVTP) grant program. The One World Strong's proposed app and activities are centered around meeting pressing prevention needs and prevention priorities in the realm of P/CVE, allowing for local resources to be allocated towards effective prevention programming.

ACTRI is a cross-disciplinary, nonprofit research organization focused on the broad spectrum of transnational extreme-right and militant jihadi political violence. ACTRI researchers study trajectories into and out of violent extremism, theories of online radicalization (mechanism of radicalization offline vs. online), extremist content, dissemination of extremist content, effects of exposure to extremist content, and interventions and regulations to reduce the appeal of extremism both offline and online. It draws from experiences of CT, CVE, academic, and digital marketing professionals spanning over 30 years in combined experience, including in training and lecturing law enforcement, intelligence, and P/CVE professionals worldwide.

It is our understanding that One World Strong has created a Virtual Resiliency Center ("VRC") application that will be utilized to house the Practitioner Network (EdVenture Partners, Parents for Peace, etc.) constructed by the McCain Institute as part of the FY 2020 DHS grant McCain received. The VRC that One World has built through private funding will be focused on developing counter-narrative content to prevent domestic terrorism in specific cities and regions of the US.

Through FY 2021 TVTP grant, ACTRI & Partner Organizations will develop alert subscription and delivery for third party mobile application integration through One World Strong's Virtual Global Resiliency Center application which will allow for ACTRI & Partner Organizations to feed data on disinformation, conspiracy theories, targeted violence, and domestic terrorism in general directly into the app, hence aid in the prevention efforts as envisioned by One World Strong. ACTRI & Partner Organizations will also ensure to aid in the continuous testing of the app in terms of content and functionality, wireframes, branding & integration with digital platforms, and user experience, among others.

Thank you again for your time and consideration, and please feel free to contact me for any questions you may have.

Regards,

(b)(6)

Allison McDowell-Smith, Ph.D.  
ACTRI, Deputy Director

(b)(6)

May 21, 2021

## LETTER OF SUPPORT FOR ONE WORLD STRONG

To Whom It May Concern:

During my time as the Deputy Coordinator for Counterterrorism at the U.S. Department of State (October 2018-January 2021), I had the privilege of seeing the tremendous work performed by One World Strong. It is an incredible organization that does first-rate work.

One World Strong has a proven capability of bringing people together, both online and offline. I observed this firsthand with the work that the organization does supporting victims of terrorism around the world. By creating a network of survivors that connected in-person and virtually, One World Strong accelerated the healing process for people that had experienced tremendous trauma. Moreover, One World Strong employs a proven model of resiliency building for victims of terrorism within its network.

The unique differentiators that One World Strong has developed – its ability to develop online and offline networks and its model for resiliency building – will allow it to be successful and effective in all of its counter-extremism related endeavors. The team at One World Strong is committed, professional, and knowledgeable. The organization is guided by a strong moral compass and is engaged in the counter-extremism space because of a genuine desire to make the world a better, safer place.

One World Strong is among the most inspiring organizations that I have encountered. I have full faith and confidence that it will continue to do incredible work.

Sincerely,

(b)(6)

Christopher Harnisch

May 25, 2021

Dave Fortier  
President  
One World Strong Foundation

Dear Mr. Fortier,

This letter is to express our support for your proposed **One World Virtual Resilience Center** project. Global Ties U.S. is committed to using international exchange and dialogue to promote peace and prosperity, and we believe that this project represents a unique opportunity to bring together best practices from around the world to discredit extremist narratives and to prevent domestic terrorism in the United States.

A long-standing partner of the U.S. Department of State, Global Ties U.S. has nearly sixty years of experience at bringing together civil society leaders from the United States and around the world to find solutions to pressing global challenges. The Global Ties Network includes over 80 Community-Based Members located throughout the United States, which combine to serve all fifty states by connecting their communities to the world.

If the One World Strong Foundation is awarded funding to implement this project, Global Ties U.S. will provide support by working with our member organizations to coordinate activities in selected communities. Our members have extensive experience convening events with civil society leaders from a wide range of sectors, including law enforcement, education, religion, and public affairs, and can create unique experiences for One World-organized delegations to learn about conditions on the ground in different communities. Additionally, we can leverage alumni networks of Global Ties U.S. and of our members to identify international experts on right-wing extremism.

Sincerely,

(b)(6)

Katherine A. Brown, Ph.D.  
President & CEO

(b)(6)





## **One World Online Resilience Center (OWORC)**

**One World Strong Foundation  
Boston, MA**

***Innovation Track: Preventing Domestic Extremism  
Amount Requested: \$749,300***

In fulfillment of Targeted Violence and Terrorism Prevention (TVTP) local prevention framework objectives 3 and 5, the One World Online Resilience Center (OWORC) will serve as a one-stop shop for local terrorism prevention and victim services. One World will use its existing resources and those provided by partner organizations to create an online support ecosystem that features terrorism prevention materials, terrorism victims' services, and shareable content from survivors and former extremists that will bolster resilience among local communities and undermine domestic violent extremist (DVE) narratives. One World will create a virtual repository of terrorism prevention resources for stakeholders and assess the effectiveness of counter-messaging content featuring the perspectives of terrorist attack survivors and former extremists. Due to its established partnerships with organizations that have the various components of OWORC well underway, One World is uniquely positioned to design and launch a virtual platform that brings together victim services and terrorism prevention resources with an emphasis on local prevention. This accessible, comprehensive platform will ultimately streamline access to existing resources, thereby filling a tangible gap in services for those at risk of, or affected by, domestic terrorism.

## 1. Needs Assessment

Domestic violent extremists (DVE) posed an increased threat to the United States in 2020, according to an intelligence report delivered to the U.S. Congress in March 2021.<sup>1</sup> Of particular concern to legislators, law enforcement, terrorism practitioners, and many Americans has been the congruent rise in white supremacist and white nationalist inspired violence. A report published in October 2020 by the Center for Strategic and International Studies (CSIS) found that the “violent far-right,” and in particular white supremacist extremists, were responsible for two-thirds of extremist plots and attacks in the U.S. in recent years.<sup>2</sup>

Social media and the internet more broadly have played a significant role in radicalizing users into extremist ideologies, and have ultimately led some individuals to commit acts of violence. The Christchurch mosque shooter reported that YouTube in particular helped expose him to eliminationist and other violent white supremacist views.<sup>3</sup> Similarly, Google search results for the query “black on White crime” helped radicalize Dylann Roof, the Charleston church shooter, who ended up on a white nationalist website that had cataloged alleged instances of Black people committing acts of violence against white people.<sup>4</sup> He then went on to murder nine Black churchgoers. More recently, users of Parler, a “free speech” social media platform utilized by white nationalists and conspiracy theorists, plotted key aspects of the January 6th U.S. Capitol insurrection on the platform. Some Parler users posted which streets to travel to in order to avoid police, while others recommended which tools to bring to open locked doors.<sup>5</sup> Finally, prior to the deadly Unite the Right rally in Charlottesville, VA in August 2017, some white supremacist attendees used the messaging and streaming platform Discord to deliberate on rally logistics and even encourage violence.<sup>6</sup> There is a definitive connection between online discourse begetting offline violence, particularly for those with white supremacist or white nationalist beliefs. As a result of the COVID-19 pandemic and people inevitably spending increased time on the internet, in conjunction with increased political tension and polarization in the American context, online radicalization leading to offline violence will continue to be a looming threat.

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<sup>1</sup> United States Government, Office of the Director of National Intelligence, *Domestic Violent Extremism Poses Heightened Threat in 2021*, Washington, DC, March 1, 2021, <https://int.nyt.com/data/documenttools/biden-administration-domestic-extremist-report-march-2021/ab0bbdf0a8034aea/full.pdf>.

<sup>2</sup> Seth Jones, Catrina Doxsee, Nicholas Harrington, Grace Hwang, & James Suber, “The War Comes Home: The Evolution of Domestic Terrorism in the United States,” CSIS, October 2020, [https://csis-website-prod.s3.amazonaws.com/s3fs-public/publication/201021\\_Jones\\_War\\_Comes\\_Home\\_v2.pdf](https://csis-website-prod.s3.amazonaws.com/s3fs-public/publication/201021_Jones_War_Comes_Home_v2.pdf).

<sup>3</sup> Government of New Zealand, *Royal Commission of Inquiry into the Terrorist Attack on Christchurch Mosques on 15 March 2019*, Wellington, New Zealand, <https://christchurchattack.royalcommission.nz/the-report/firearms-licensing/general-life-in-new-zealand/>.

<sup>4</sup> Rebecca Hersher, “What Happened When Dylann Roof Asked Google For Information About Race?” NPR, January 10, 2017, <https://www.npr.org/sections/thetwo-way/2017/01/10/508363607/what-happened-when-dylann-roof-asked-google-for-information-about-race>.

<sup>5</sup> Sheera Frenkel, “The storming of Capitol Hill was organized on social media,” *The New York Times*, January 6, 2021, <https://www.nytimes.com/2021/01/06/us/politics/protesters-storm-capitol-hill-building.html>.

<sup>6</sup> Megan Farokhmanesh, “White supremacists who used Discord to plan Charlottesville rally may soon lose their anonymity,” *The Verge*, August 7, 2018, <https://www.theverge.com/2018/8/7/17660308/white-supremacists-charlottesville-rally-discord-plan>.

While social media and the internet have undoubtedly played a role in a number of individuals' radicalization processes, interviews with former extremists have revealed that mental health and psychosocial issues—like feelings of loneliness, a desire for belonging, and depression—can all additionally contribute to an individual's descent down the extremist rabbit hole. The combined role of harmful internet content and unaddressed mental health issues demonstrates an undeniable need for an innovative and holistic approach to preventing radicalization and DVE. Psychosocial support, counter-narratives, and counseling are all key services that at-risk individuals, former extremists, and victims of extremist beliefs—including victims of violence as well as families and friends of extremists—can benefit from. In its programming to date, One World has identified two mechanisms in particular that show promise in preventing DVE: 1) resilience centers that combine a range of disparate services, such as mental health and related counseling opportunities, to engage at-risk individuals and 2) the use of “credible messengers” such as former extremists who have since disengaged from extremist movements (also referred to as “formers”).

*Resilience centers:* A pillar of terrorism prevention is the “Aarhus Model,” the paradigm that states anyone concerned about an individual's radicalization may refer them to a resilience center for voluntary engagement with a team of key stakeholders.<sup>7</sup> By bringing together practitioners representing diverse counseling backgrounds and skill sets within the same center, at-risk individuals can be evaluated on a case-by-case basis and referred to the most bespoke and effective services specifically tailored to their needs. Foundational efforts have been developed in the United States such as the Colorado Resilience Collaborative (CRC), which addresses radicalization by providing a hub for multi-sector stakeholders to address the needs of at-risk individuals and to raise awareness about terrorism and targeted violence.<sup>8</sup> However, centers like CRC are rare and geographically dispersed. The reach of these resilience centers could dramatically increase if they and other terrorism prevention practitioners were virtually connected through an online hub to establish a “network of networks” nationwide.

In addition to resilience centers, there are also “resiliency centers,” which provide services to *victims* of terrorism and targeted violence (as opposed to at-risk individuals and extremists). For example, Newtown Resiliency Center (NRC) provides long-term psychological and emotional support resources to those impacted by the Sandy Hook Elementary School shooting in 2012. The NRC has expanded the geographic boundaries of its offerings, providing therapy, community wellness programs, and consultation services for other communities impacted by mass tragedy. Having partnerships between “resilience” centers (focused on prevention) and “resiliency” centers (focused on trauma recovery and victims' services) can scale efficiencies for prevention through their overlapping counseling resources, and the potential of survivors of terrorism to help prevent extremism by bolstering the credibility of counter-messaging. CRC and NRC have laid invaluable groundwork to make the platform proposed herein possible.

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<sup>7</sup> See e.g. City of Aarhus, “The Aarhus Model: Prevention of Radicalization and Discrimination in Aarhus.” [https://strongcitiesnetwork.org/en/wpcontent/uploads/sites/5/2017/06/Status\\_Prevention\\_of\\_Radikalization\\_English-1.pdf](https://strongcitiesnetwork.org/en/wpcontent/uploads/sites/5/2017/06/Status_Prevention_of_Radikalization_English-1.pdf).

<sup>8</sup> Colorado Resilience Collaborative, 2020, <https://psychology.du.edu/counseling-consultation/colorado-resiliencelaborative>.

Table 1. Examples of Resilience/Resiliency Centers

<b>Name</b>	<b>State</b>	<b>Service</b>	<b>Mental Health Resources</b>
<b>Aurora Strong Resiliency Center</b>	CO	Victims	Therapy, faith-based discussion groups
<b>City of Santa Fe Resiliency Center</b>	TX	Victims	Therapy, peer support, therapeutic workshops, spiritual care referrals
<b>Eagles' Haven Wellness Center</b>	FL	Victims	Information about finding therapy services
<b>El Paso United Family Resiliency Center</b>	TX	Victims	Healing and support resources
<b>Gilroy Strong Resilience Center</b>	CA	Victims	Individual and group counseling
<b>Kalamazoo / Battle Creek Resiliency Project</b>	MI	Victims	Information for access to trauma and related services
<b>Marshall County Resiliency Center</b>	KY	Victims	Therapy services, therapeutic and peer support groups, and referrals
<b>Mother Emanuel Empowerment Center</b>	SC	Victims	Support groups and individual therapy.
<b>Resiliency Center of Newtown</b>	CT	Victims	Psychological/emotional support resources
<b>Pittsburgh Resiliency Center</b>	PA	Victims	Behavioral health resources
<b>Vegas Strong Resiliency Center</b>	NV	Victims	Mental health referral center
<b>The Virginia Beach Strong Center</b>	VA	Victims	Mental health resources

*Credible messengers:* One World acknowledges the utility and impact of embracing former violent extremists as credible voices to positively influence at-risk individuals, specifically to undermine recruitment and radicalization. Because “formers” can speak to the futility and flaws

of the movements they previously belonged to, they not only have direct insight into the movements, but also are often members of the same demographic as at-risk individuals.<sup>9</sup>

Stories shared by former extremists are just one means of personalizing and humanizing the causes and consequences of radicalization to violence. Stories shared by victims of terrorist attacks and other forms of extremism (e.g., hate speech) are another tool that has acknowledged potential, but that potential has yet to be fully realized. Victims of terrorism and other acts of hate personify the movements' tragic and tangible impact, "putting a face" to the harm caused by domestic extremism and help at-risk individuals see the human impact of their views.

*Target Demographics of Project:* Our project's target demographics include terrorism prevention practitioners, terrorism victim services centers and individuals seeking extremist content and propaganda online. In total, our project intends to target 20 terrorism prevention practitioners and 15 terrorism victim services centers. These 20 prevention practitioners and 15 victims services centers will be located in **seven** metropolitan areas in the U.S. These cities will serve as pilot locations for OWORC's launch.

*Estimated active users per target metropolitan area (to include survivors, formers, and practitioners):*

- Orlando, FL: 700
- Boston, MA: 900
- Atlanta, GA: 600
- Portland, OR: 450
- St. Louis, MO: 450
- Los Angeles, CA: 800
- Las Vegas, NV: 6,500

The Las Vegas network is already established, with over 20,000 network members (comprised of practitioners, terrorism attack survivors, and survivor friends and family members) and an estimated 6,500 active OWORC users after launch. One World's collaboration with the Vegas Strong Resiliency Center has also enabled the creation of training and onboarding materials for network users which can be used for all new network users and administrators, mitigating potential costs. The other estimated active users per target metropolitan area are estimated based on One World's and its partners' connections with practitioners, resilience/resiliency centers, and hospitals in each respective pilot city.

These metropolitan areas have been selected based on One World and its partners' existing relationships, resources, and the capacity of practitioners in those areas. Achieving the stated goals and objectives (detailed in section 2.1) require significant and continued stakeholder engagement at the local level to build transparent and trusted relationships among those who stand to benefit from the comprehensive range of resources provided through OWORC. For

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<sup>9</sup> See, e.g. Rachel Briggs and Sebastien Feve, "Review of Programs to Counter Narratives of Violent Extremism: What Works and What Are the Implications to the Government," Institute for Strategic Dialogue, 2013, <https://www.dmeforpeace.org/peaceexchange/wp-content/uploads/2018/10/Review-of-Programs-to-CounterNarratives-of-Violent-Extremism.pdf>; Marina Tapley and Gordon Clubb, "The Role of Formers in Countering Violent Extremism," International Centre for Counter-Terrorism – The Hague, April 2019, <https://icct.nl/wpcontent/uploads/2019/04/ICCT-Tapley-Clubb-The-Role-of-Formers-in-CVE-April2019.pdf>.



example, in the wake of the 2016 Pulse nightclub shooting in Orlando, Florida, Orlando Health, a private network of hospitals in Central Florida, contacted One World asking to utilize the platform detailed herein to build out their own virtual resiliency center. Orlando Health hospitals had treated victims of the Pulse shooting and wanted to use One World's innovative infrastructure to provide online support to victims. Strong stakeholder relationships such as these reduce risk, enhance resilience, ensure information sharing, and quickly and efficiently fulfill requests for services by OWORC users. One World and its partners will consistently prioritize the building and sustaining of these local relationships in order to successfully execute the project across the seven listed localities.

*Other Programs Targeting Project Demographics:* As discussed previously and demonstrated in Table 1, there are disparate resilience and resiliency centers located across the U.S. Each of these centers provides their respective communities with necessary mental health and psychosocial services, both for victims of terrorism and in some cases for at-risk individuals. As of this writing, there is no program, entity, or effort to move these centers to a virtual platform and connect them with one another. OWORC will fill that gap. While a number of organizations are working to 1) create networks of terrorism prevention practitioners, 2) generate compelling and personal content, and 3) support victims of terrorism, there has been no collective effort to date that combines these activities into a virtual and thereby widely accessible platform. The proposed project will bring together these three key elements in DVE prevention into one invaluable resource: the OWORC platform.

## **2. Program Design and Implementation and Measurement Plan**

### ***2.1 Program Design***

*Problem statement:* Resilience centers are rare, siloed, and geographically restricted, which limits access and therefore impact. These limitations are fundamentally at odds with the nature of the threat they are meant to prevent and counter. Existing terrorism victim resiliency centers provide resources that can be leveraged for terrorism prevention. Online extremist content and its offline consequences can be mitigated through a holistic approach that benefits those whose geographic location, disability status, financial status, or hesitancy to seek assistance has previously prevented them from pursuing and/or obtaining the support they need. The creation of One World's virtual resilience center will connect users with the services and resources they need on an easily scalable basis.

*Program goals and objectives:* The goal of the proposed project is to bolster community driven safeguards against DVE by empowering local, regional, and national terrorism prevention practitioners, relevant frontline responders, and individual Americans seeking support by providing access to a holistic, one-stop-shop platform. The series of deliverables resulting from this project will support Goal 3 of the 2019 Strategic Framework for Countering Terrorism and Targeted Violence (CTTV), the Prevention of Terrorism and Targeted Violence, through the below objectives and outcomes.



The standing up of the One World Online Resilience Center (heretofore referred to as the “OWORC”) will directly fulfill several of the stated objectives of the TVTP Grant Program. In particular, OWORC will contribute to:

- *Objective 3: Members of the local community engage among the broadest set of local stakeholders that sustain trusted partnerships and increase communications addressing radicalization to violence.* Specifically, OWORC will result in several key outcomes, including increased access to threat assessment and management services, more communities having access to programming to enhance resilience to targeted violence and terrorism narratives, and enhanced social cohesion programs supporting prevention efforts aimed at targeted violence and terrorism. One World will produce up-to-date, high-quality content and best practices for terrorism prevention practitioners that can be found on the OWORC platform. Those resources will be immediately put into practice through the process of redirecting individuals searching for harmful content online. Using a range of in-house online targeting and engagement methodologies tailored to the needs of at-risk communities, Moonshot will deliver positive, alternative content to at-risk users online. These online campaigns are designed to counter extremist and generally harmful narratives, and will consist of existing online content as well as original content produced by One World.
- *Objective 5: Members of the local community have access to multi-disciplinary (psychologists, educators, faith leaders, medical personnel, inter alia) threat assessment and management teams that can intervene with an individual who has radicalized to violence before it becomes a criminal justice issue.* Specifically, OWORC will result in a one key outcome for this objective, in that it will refer and connect individuals with risk factors to online or offline support services. OWORC will be a centralized online resilience center that facilitates access to cross-sector resources for terrorism prevention and victim services nationwide. The center will take the form of an easily accessible and navigable web platform that provides exhaustive resources to those who need them. Awareness of OWORC and its activities will be raised by college or university students who will be tasked with executing their own ad campaigns as part of a partnership between OWORC and their respective schools.

These objectives are specific, measurable, achievable, relevant, and time-bound:

- **S:** The proposed objectives of this project demonstrate a clear connection between the problem statement, logic model, and theory of change, and **specifically** convey a project that is intended to create an accessible virtual resilience center that can help mitigate instances of DVE.
- **M:** The aforementioned outcomes will be **measured** and evaluated using a series of data collection and analysis tools such as partner surveys, stakeholder reporting, user surveys, web metrics, YouTube metrics, and A/B testing, among others. The full measurement plan is detailed in Appendix C.
- **A:** The underpinning goal of this proposal, as aforementioned, is to create an online platform that empowers coordination among local, regional, and national terrorism prevention practitioners, relevant frontline responders, and individual Americans seeking support. The objectives stemming from this goal are **achievable** because all of the required parts—the virtual platform, accompanying licenses, the practitioner network,

and disengagement and counter-narrative content—are up and running, and simply need to be congregated within the broader OWORC platform.

- **R:** This proposed objectives are **relevant** because they are in direct fulfillment of Goal 3 of the Strategic Framework for Countering Terrorism and Targeted Violence (CTTV), the Prevention of Terrorism and Targeted Violence.
- **T:** The objectives listed above are sufficiently **time-bound**, and will be completed during the period of performance as defined within the NOFO. Phase 1 will take place from October 2021 to June 2022 and phase 2 will take place from June 2022 and July 2022. Finally, Phase 3 will take place from July 2022 to July 2023, ending two months before the end of the period of performance and thereby leaving time for any unexpected deadline extensions.

## ***2.2 Project Implementation and Measurement Plan***

***Note: The full implementation and measurement plan can be found in Appendix C.***

The One World Strong Foundation (“One World”) was founded in the aftermath of the Boston Marathon bombing by survivors of those bombings, creating a network of survivors to support each other and to reach out as peer mentors to new victims as successive attacks on American soil occur. In the course of our work, we have collaborated with former extremists, many of whom have shared that engaging with past victims, thereby humanizing their own potential victims, helped deter them from future violence. We have formed a holistic support ecosystem, which—together with partners like the Newtown Resiliency Center—is on the verge of becoming a “network of networks” for a range of terrorism prevention and victim services.

Using the shared resources from victim services resiliency centers, our diverse partners, and other terrorism prevention and psychosocial support stakeholders, we propose to collate these seemingly disparate networks to create the One World Online Resilience Center, or OWORC. This online platform will provide a widely accessible and non-geographically bound access point for anyone seeking terrorism prevention tools. It will then link those individuals to relevant practitioners. Those who are unable or unwilling to access the help they need (typically due to physical, emotional, or financial constraints) will be able to—for the first time—reach necessary tools anywhere at any time. OWORC is COVID restriction-compliant and is the first comprehensive platform of its kind that avoids the ableism, financial gatekeeping, and emotional and physical bandwidth often experienced by those seeking support.

The virtual platform and practitioner network are currently in development; their initial conceptualization has already been funded by the Semper Fi & America’s Fund and Microsoft. This funding request is in support of platform rollout specific to bolster local prevention frameworks. The timeline of our project will comprise of three phases:

- Phase 1: Creation and Curation (October 2021 – June 2022)
- Phase 2: Launch (May 2022 – June 2022)
- Phase 3: Proof of Concept (July 2022 – July 2023)

Following the completion of these phases, the remainder of the grant period of performance will be dedicated toward developing the sustainability of the platform and progressively reducing dependency on grant funding.

Activity	Deliverable	Timeline	Owner
Content Creation	Compelling and persuasive content that can be tested to determine efficacy in countering extremist narratives	October 2021–June 2022	One World; Dear World
Content A/B Testing and Seeding	A report delivered to DHS/TVTP outlining the efficacy of different kinds of platform resources and disengagement content based on project campaigns.	March – May 2022	Moonshot
OWORC platform “Hard Launch”	An accessible virtual platform that connects users with mental health services and resources.	May – June 2022	One World
Internal Reviews	Routine internal reports disseminated to all network members and stakeholders providing recommendations of possible improved practices.	October 2022 – May 2023	One World
OWORC marketing campaign	A comprehensive marketing campaign conducted by college and university students to raise awareness of OWORC among government entities and civil society organizations.	January – May 2023	One World; EdVenture Partners
Review of Best Practices	Collection of aforementioned internal reviews and other collated best practices into a single document to be disseminated to internal and external practitioners.	May – July 2023	One World

### Phase 1: Creation and Curation

Upon award, One World will begin tailoring existing operations to be housed within OWORC, including updating operational management to ensure preparedness for incoming terrorism prevention inquiries, formalizing the full network of resilience and resiliency centers and terrorism prevention practitioners, and creating best practices for DVE prevention. The best practices will be based on lessons learned from resilience centers and other key stakeholders, including OWORC participants from each of the seven pilot metropolitan areas, thereby emphasizing the significance of local prevention frameworks. It is worth noting that Billy Evans, the former Boston Police Commissioner, has agreed to facilitate connections with local police departments in the pilot cities for One World and its partners to further engage local stakeholders and ensure higher uptake of OWORC by practitioners, survivors, and at-risk users.

*Online Platform Development:* OWORC will consist of a platform hosting a myriad of terrorism prevention resources, and will feature a secure chat function (similar to a helpline) for users to engage real-time with a trained member of the OWORC network. The platform will also show users contact information for relevant mental health services. When users come to the platform with a specific request, OWORC will direct them to the member most appropriate for their specific needs. We will leverage OWORC’s Founding Members (see below) to create bespoke sections of the online platform to route incoming terrorism prevention requests to their services. For example, OWORC partner Parents for Peace will use the platform as a resource for local referrals. Parents for Peace will work with One World and its digital services provider, **Nettxio**, to create a custom section on the platform to interface with incoming requests. In so doing, these Founding Members will not only be featured prominently within OWORC’s web platform but

will provide critical beta testing to curate a sense of what works for partners within the platform. We will complete basic development during the spring of 2022 and execute a “soft launch” in June 2022; this would involve making the website live without advertising it just yet.

Online platform development includes the following technical partners and considerations:

- Microsoft is currently hosting OWORC free of charge.
- Microsoft’s Yammer service has already agreed to provide One World, all future OWORC members, and other key stakeholders with unlimited licenses, enabling network use free of charge. The unlimited number of free licenses will allow the unfettered expansion of the network into new locations across the U.S.
- As part of the platform development process, the McCain Institute’s online network of practitioners and service providers will be migrated and integrated into OWORC.
- OWORC (inclusive of the app, updated One World website and backend system) will enable the vetting of new users by the administrator for the specific platform group in question (determined by traumatic event, nature of service provided, etc.). Vetting will occur automatically, cross referencing data entered from new users with backend data as well as manually by the administrator of the group to add an extra layer of security.
- All data used on the platform (either by the users or administrators) will remain end-to-end encrypted at all times to ensure anonymity and safety.
- All data will be kept in a secure environment and encrypted at all times, thereby meeting and exceeding all U.S. and EU Data/Security Standards (General Data Protection Regulation - GDPR).
- All communications within the application and with other services will be rigorously and continuously tested for weaknesses, vulnerabilities, and potential exploitation.
- All development work will be done in a secure environment and all development code and data will remain encrypted.

***Note: See Appendix A. for wireframes of in-progress OWORC platform.***

*Content Creation:* One World’s connections with terrorism victims is a key resource to offer to DVE prevention efforts within local prevention frameworks. One World will leverage its network of survivors and formers to create content and host it on the platform for terrorism prevention practitioners to use. OWORC contributing partner Dear World specializes in the cultivation of compelling content that yields emotive responses. This content, as aforementioned, can be used to connect with at-risk individuals to help humanize potential victims of hate and extremism and assist them in empathizing with past victims. The OWORC platform will host original content created through the combined efforts of One World and Dear World.

*Creation of Online Safeguarding Campaign:* To connect at-risk users with the platform, OWORC will engage Moonshot to deliver a bespoke online targeting and engagement strategy to connect at-risk users with support services and content hosted on the OWORC platform. The online referral network will work across search platforms and potentially be expanded to social media, utilizing Moonshot’s technical targeting and engagement tools to disrupt online pathways to harmful content by connecting those specific users with safe, confidential support platforms, including Crisis Text Line and the OWORC platform. To illustrate, if a user located in one of the targeted metropolitan areas conducts a Google search for DVE-related content, they will see a



carefully curated ad text inviting them to click through to the platform. It is important to note that all data collected as part of this online engagement strategy is publicly available and anonymous.

### Phase 2: Platform's "Hard" Launch

Throughout May and June 2022, One World will execute a hard launch of both OWORC and the accompanying online engagement/safeguarding campaign to guide at-risk users to the platform. Initial referrals to the platform will be fielded to CTL, and gradually dispersed through member organizations and providers of the OWORC network. The hard launch phase will also include advertising efforts undertaken by One World and its OWORC partners through social media, engagement with the existing practitioner network, and other public-facing marketing efforts. All troubleshooting and technical support will be provided by Nettxio. All training for new platform partners and administrators will be administered by Community Manager, Dave Fortier.

### Phase 3: Proof of Concept

The proof of concept phase will consist of activities to monitor and evaluate the efficacy of the various facets of the platform. One World will iteratively update operations and web content based on user feedback to consistently remain up-to-date with best practices in DVE prevention, new resources and service providers, and other factors that impact the quality of the user journey for at-risk users, victims, and practitioners. See Appendix C for additional details on the monitoring and evaluation tools and goals aligned with the project outcomes.

*Campaign Deployment and Optimization:* In March 2022, Moonshot will work with OWORC to test the resonance of original content and third-party resources among at-risk users. This A/B testing methodology builds upon the online targeting and engagement strategy. Statistically significant differences in how the user base engages with the diverse content and resources hosted on OWORC. Based on that data, One World and Moonshot will continually adapt which resources are most likely to be consumed, and will accordingly adjust how OWORC deploys its resources. Moreover, this analysis will provide prevention practitioners on a national scale with an empirical measure of the effectiveness of survivors as credible messengers. Moonshot will complete its A/B testing in May 2022, and then evaluate resource and content engagement and effectiveness and make adjustments throughout the remainder of the period of performance. The results will be analyzed and communicated via an independent report delivered to DHS/TVTP. Independent testing of content by an experienced partner organization will yield actionable insights regarding the ways in which potential DVEs engage with the different types of platform resources (e.g. if at-risk users prefer original content developed by One World/Dear World or if they are more likely to use the live chat function).

*Internal Review Procedures:* In October 2022, OWORC will initiate internal review procedures to ensure that users are able to access services and providers as quickly as possible, and that user experience is constantly improving. To do so, OWORC will release a survey among all participating organizations and providers and review internal data that shows the length of time for individual platform users to create their account and subsequently be steered toward relevant resources or service providers.

*Peer-2-Peer: Challenging Extremism and Invent 2 Prevent:* EdVenture Partners (EVP) has facilitated Peer-2-Peer ("P2P") and Invent 2 Prevent ("I2P") challenges for DHS, the Department of State, Facebook, the Anti-Defamation League (ADL), and the McCain Institute. The program

empowers college students to create their own terrorism prevention campaigns modeled after the respective client's objectives. As part of the OWORC proof of concept phase, EVP will connect four partner universities with the OWORC as their client for the spring semester of 2023 (January to May 2023). Approximately 80 college students from geographically diverse locations will create opportunities to highlight OWORC and its innovative coalition of resources and service providers. The primary target demographic for the campaigns will be federal, state, and local government entities and civil society organizations that stand to benefit from terrorism prevention resources on a national scale.

*Best Practices Review:* One World will facilitate a best practices review for resiliency and resilience centers. The review will be based on the practical coordination between resiliency and resilience centers during the period of performance up to that point. It will yield a comprehensive view of related resilience resources in the five metropolitan areas that comprise the pilot project, as well as practicalities of managing and integrating the diverse resources that make up the OWORC platform.

*Note: See Appendix B. for logic model and theory of change.*

### **3. Organization and Key Personnel**

#### **3.1 Organization**

**The One World Strong Foundation** is a nonprofit organization dedicated to improving the lives of those impacted by terrorist attacks, hate crimes or traumatic events. One World provides non-political and non-religious support to individuals and families within a few weeks of the incident—when the full weight of a new reality can be overwhelming—and then be there for them throughout the healing process, however long that takes. One World's extensive network of partners enables the organization to respond to any terrorist attack, hate crime or traumatic event—wherever that may occur in the world—to support survivors and families who lost loved ones through their transition to a new reality. One World's goal is to build an international community of survivors, dedicated to helping others who are impacted by terrorism, hate or trauma in their time of need. One World's unique contribution to OWORC is the empowerment of its existing victim support network, together with its team of volunteer formers and other partners, to create free, accessible content that can support terrorism prevention. *One World is leading the proposed project and will head up the virtual resilience platform while also connecting additional practitioners and providers with the network.*

#### **3.2 Contributing Organizations**

##### Partners: Founding Members

- **The McCain Institute at Arizona State University** was awarded a TVTP grant in 2020 and is currently building a practitioner network that connects resilience centers, terrorism prevention practitioners, and mental health providers from across the U.S. *This developing network will be housed on OWORC.*
- **EdVenture Partners ("EVP")** builds academic partnerships to address social impact, marketing communications, and other business-related challenges for government, Fortune 500s, non-profits, trade associations and national clients. EVP has partnered with



nearly 1,000 academic institutions in 76 countries worldwide. Over 200,000 students have participated in EVP's peer to peer, experiential learning programs that have reached hundreds of millions of people through personal engagement and social media. *EVP will use its academic sector connections to support OWORC partners seeking to engage college/university students.*

- **Parents For Peace** is a non-governmental public health nonprofit empowering families, friends, and communities to prevent radicalization, violence, and extremism. *It will be OWORC's primary referral partner.*
- **Moonshot** is a social enterprise whose multi-disciplinary team of social scientists, data scientists, and communications experts works together to deliver digital messaging campaigns, referral networks, capacity building, and research across the globe. Moonshot takes an approach to DVE based on the analysis of vulnerabilities and grievances of vulnerable audiences; its work is informed by our conviction that people can change for the better. *Moonshot will provide data insights to help OWORC target operations and provide relevant stakeholders with a shared and accurate understanding of the platform's efforts.*

#### Partners: Members

- **Global Ties** will leverage its 100 offices across all 50 states to facilitate open communication and consistent collaboration between OWORC members and relevant local stakeholders.
- **Orlando Health:** Orlando Health will be the first healthcare network to integrate into the OWORC platform. During product development, *Orlando Health will—at no cost to DHS—facilitate the implementation of the platform in the other pilot cities.*
- One World partners with **resiliency centers nationwide** including 10.27 Healing Partnership (PA), Aurora Strong Resiliency Center (CO), City of Santa Fe Resiliency Center (TX), Eagles' Haven Wellness Center (FL), El Paso United Family Resiliency Center (TX), Emmanuel Lutheran Empowerment Center (SC), Gilroy Strong Resiliency Center (CA), Kalamazoo/Battle Creek Resiliency Project (MI), Marshall County Resiliency Center (KY), Resiliency Center of Newtown (CT), Virginia Beach Strong Center (VA), Vegas Strong Resiliency Center (NV).

#### Non-Member Partners

- **Dear World** is a nonprofit specializing in personal storytelling and has demonstrable experience creating compelling and emotional content. The organization has profiled survivors of the Boston Marathon bombing as well as survivors of the deadly attacks at the Pittsburgh Tree of Life Synagogue, at Marjory Stoneman Douglas High School in Parkland, Florida, and the Orlando Pulse nightclub shooting. Dear World has experience sharing terrorism victims' stories with the world. *Profiles and interviews of terrorism survivors and former extremists will be hosted on OWORC.*
- **Nettxio** is an innovative software and intelligence services company focused on business management and will deliver *optimization solutions, infrastructure planning, and technical implementation services.* Nettxio will also revamp the One World Strong website to improve user experience for those who do not have access to apps.
- **Crisis Text Line (CTL)**, a global not-for-profit organization that provides free mental health texting services and confidential crisis interventions via SMS message. CTL will

provide preliminary intervention services at the start of the project. Referrals to the network will then be gradually integrated into OWORC's member organizations and providers. *Referrals to the OWORC at the start of the platform's launch will be sent to CTL as an established and trained intervention provider before referrals are gradually given to OWORC's member organizations.*

### **3.3 Key Personnel**

**Dave Fortier** currently serves as the President for the One World Strong Foundation with efforts on peer-to-peer network development for survivors, families that have lost loved ones, and first responders to terrorist and extremist attacks. He is a conflict mitigation, prevention, and response leader focusing on survivor and first responder resilience, counterterrorism and counter-extremism programming and messaging development. A survivor of the 2013 marathon bombings in Boston, his efforts are focused on developing counter narrative strategies with survivors and formers, radicalization awareness, designing peer-to-peer support networks, facilitating trauma response, and resiliency center implementation programs for long-term sustainability and success. *Dave will serve as the Community Manager (ultimately, the Program Manager) who will be "in the field" as the OWORC representative among partners and users and will lead production efforts for original content.*

**Tom Benoit** is the Chief Financial Officer of Semper Fi & America's Fund (the Fund), the highest rated national military/veteran charity in the country. He joined the Fund in 2014 and is responsible for Accounting, Finance and Human Resources. Prior to joining the Fund, Tom was Chief Financial Officer of Homes for Our Troops (HFOT) from 2004 through 2013. He began as a volunteer at HFOT shortly after its founding, and over nine years worked as part of its executive management team to grow it into a nationally recognized, highly rated military nonprofit. Tom graduated with a Bachelor of Science degree in Accounting from the University of Massachusetts - Dartmouth. Tom is the Board Treasurer of One World Strong Foundation, a position he has held since 2017. *Tom will lead all financial reporting efforts throughout the period of performance and beyond to ensure the platform's sustainability.*

**Stephanie Cinque**, LMSW, a social worker, is the founder and executive director at The Resiliency Center of Newtown (RCN). RCN is an organization that opened in response to the December 14, 2012 tragedy at Sandy Hook Elementary School. The center offers free and reduced cost trauma-informed non-traditional therapeutic services and a safe space for people to gather and heal. Stephanie graduated from Columbia University with her Master of Science in Social Work then went on to spend the past decade working within the criminal justice system in New York City and for the State of Connecticut Office of the Public Defender until she left to open RCN. While working as a social worker Stephanie performed advocacy, trauma-informed crisis counseling, community referrals and mitigation for the indigent population along with child protection work. *Upon receipt of the TVTP grant, Stephanie will serve as the executive director of OWORC for the duration of the period of performance and beyond. Her efforts will focus on growing the practitioner network.*

## **4. Sustainability**

The One World Virtual Resilience Center is designed to be highly sustainable. The grant funding will be used to create the online platform and the proof of concept pilot projects. **The virtual platform and practitioner network are currently in development; their initial conceptualization has been funded by the Semper Fi Fund and Microsoft.** One of Microsoft's services, Yammer, has already agreed to provide OWORC with unlimited licensing to provide to network partners and stakeholders (e.g., terrorism prevention practitioners, mental health experts, etc.). Upon award, TVTP grant funding will be allocated to combine the disparate parts of the OWORC in preparation for product launch. The foundational aspects of this project are well underway, making OWORC uniquely low-risk and sustainable. Following the grant period of performance, One World will continue to operate OWORC and ensure ongoing coordination with contributing members based on the organization's standard course of business and overarching mission. The contributions made by McCain Institute, EVP, and Parents for Peace will be covered by existing funding from other sources.

Upon receiving funding from the TVTP grant, OWORC's management personnel will begin working towards making the platform additionally sustainable by fundraising at events such as the Boston Marathon, an event that One World is uniquely connected to; its founder was a victim of the Boston Marathon bombing. Upon award, OWORC will begin exploring opportunities and limitations surrounding expansion of the platform to include additional resiliency/resilience centers. This will further bolster the user base and sustainability of the network, as new resilience center partners can then migrate their own networks and contacts onto OWORC without the financial and time obstacles involved in creating in-house applications from scratch. One World will charge these entities a nominal annual fee for their use of OWORC. One World's sustainability plan for OWORC also features the expansion of its Annual Giving Program, building a larger donor base, enhancing agency marketing, and pursuing additional grant opportunities as needed.

## 5. Budget Details and Narrative

<b>Budget Category</b>	<b>Federal Request</b>
Personnel	<b>\$ 383,400</b>
Fringe Benefits	<b>\$ 28,200</b>
Travel	<b>\$ 30,000</b>
Supplies	<b>\$ 6,000</b>
Contractual	<b>\$ 230,000</b>
Other	<b>\$ 36,000</b>
<i>Total Direct Costs</i>	<b>\$ 713,600</b>
Indirect Costs	<b>\$ 35,700</b>
<b>TOTAL PROJECT COSTS</b>	<b>\$ 749,300</b>

For staff assigned to multiple projects, we estimate the number of days each staff member will work directly on the project. Our direct wages for current staff are based on actual wages, taking into consideration salary history, market rates, and the nature of the position. Daily rates are calculated by dividing the annual salary rate, bonus, and social security payments by 230 (estimated work days per year, taking into consideration weekend, holidays, sick leave, vacation, etc.). Fringe benefits to be received by staff on this project are likely to include health and dental insurance and educational benefits in line with One World's general benefits package. For fringe costs, we calculated a daily fringe rate for each employee and multiplied it by the number of days they are scheduled to work on OWORC programming.

We estimate during the project there will be approximately 10 trips throughout the U.S. for two members of One World's core team to manage the delivery of the program, specifically for events on attack remembrance dates. Accommodation costs for required travel related to this project will be covered by One World's partner, AirBnB, per an existing agreement. Allowances, travel, transportation and per diem costs for One World staff and consultants are in accordance with federal travel regulations. Per diem is estimated for all staff and consultant travel in accordance with the most recent per diem rates posted by the General Services Administration. One World anticipates \$6,000 for supplies.

One World will comply with all USG requirements for subcontractors. Basic details of the delivery proposals from these partners are described below, and more information can be provided upon request. One World is a U.S.-based, 501(c)3 nonprofit organization partnering with contractors who have agreed to reasonable, if not highly discounted, rates for this project. This represents a strong value proposition for the USG.

The core costs will center on building the platform, administering the platform, and staffing the live chat function and platform moderator/administrator roles, creating the survivors and formers content, Google ads required for the Redirect campaign, terrorism prevention programs support from Vasa Strategies, and practitioner support from the McCain Institute. One World staff personnel, fringe supplies, and travel will cost \$447,600 based on the program and project management time to build the resources, and the ongoing staff time to direct user inquiries and create member partnerships. The Other category includes a 24/7 hotline (see text on Crisis Text Line in section 3.2) at \$36,000.

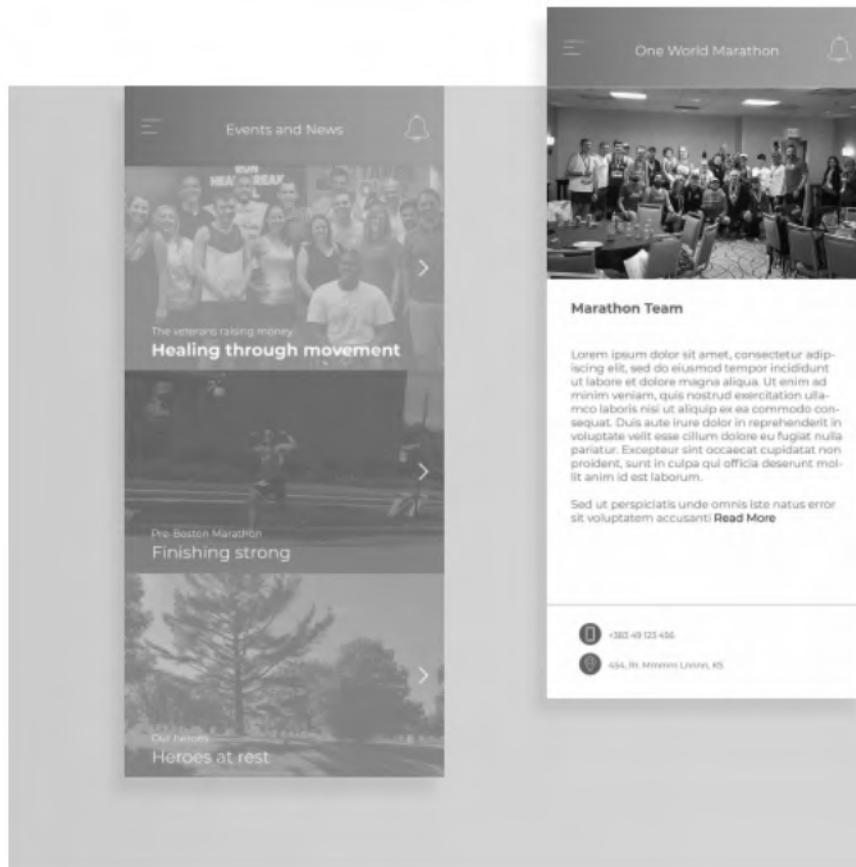
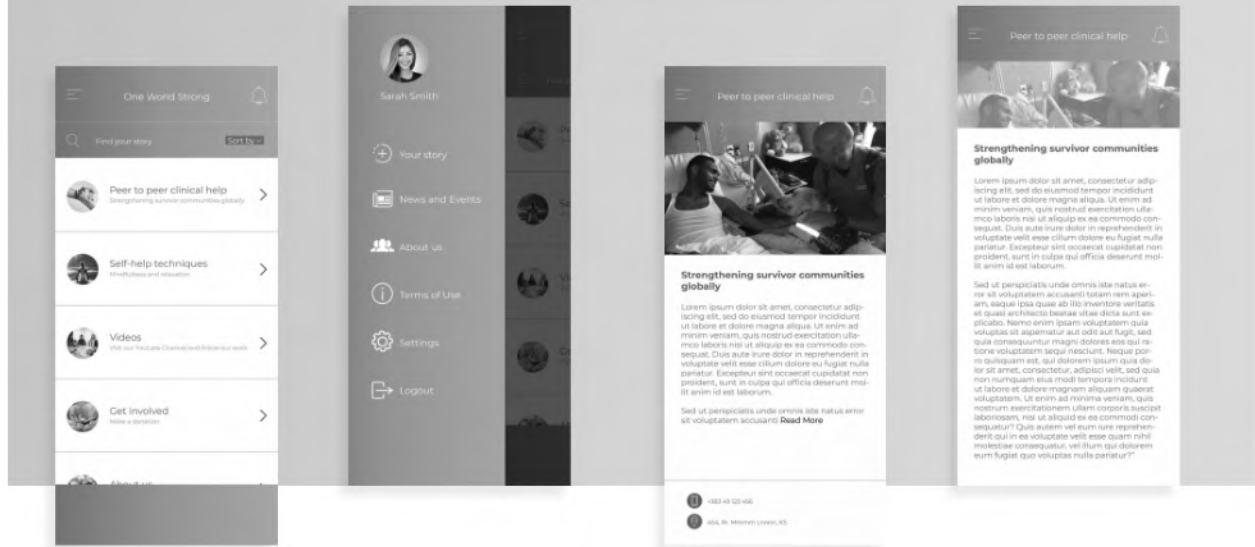
The Contractual line includes three items. Nettxio has agreed to build a usable, clean platform with accessible content, a simple content management system, secure and confidential user management and secure chat, and secure customer relationship management tools for \$10,000. Moonshot will charge \$150,000 for A/B testing and data services. A cost of \$70,000 will fund the creation of the survivors and formers content through Dear World. Indirect costs include a 5% management and administration cost required to manage a large-scale project of this type, totaling \$35,700.

## Appendix A. Wireframes for OWORC Platform



Nonprofit organization dedicated to improving the lives of those impacted by terrorist attacks, hate crimes or traumatic events.

# screens





Contact us

Let us know if we can help you cope with your own traumatic event. Or learn more about how you can support our cause.

Name

E-mail

Subject

Message

Contacts

- +383 49 123 456
- 454, Rt. Merren Linn, KS

Submit



## Appendix B. Logic Model & Theory of Change

### *Appendix B.1. Logic Model*

If	
·	A virtual resilience center is created to connect at-risk individuals and victims to relevant practitioners, services, and resources, regardless of geographic location
·	OWORC uses staff with experience in terrorism prevention and victim services to direct inquiries
·	Alternative narrative content is created to undermine DVE narratives using terrorism survivors and former extremists
·	The cultivated resources, volunteer practitioners, and original content are hosted on OWORC's platform
·	The original content featuring survivors and formers is impactful, providing empirical evidence that these populations can serve as credible messengers for at-risk individuals
·	A college student-led campaign directs traffic to the platform
Then	
·	Terrorism prevention practitioners will be matched with platform users who need services
·	Terrorism prevention practitioners will increase connections with one another and with relevant service providers who previously operated outside of their respective field(s)
·	Terrorism prevention practitioners will have access to established best practices undermine domestic terrorist narratives
·	College students will have opportunities to develop experience in online campaigns related to the promotion of terrorist prevention content
Therefore	
·	Increased public awareness of the resources available to those who have survived DVE or are at risk of radicalization, contributing to the prevention of uptake of extremist beliefs and resulting violence
·	Audiences will be less vulnerable and susceptible to narratives employed by DVEs
·	DVE influence online and offline will be reduced

## Appendix B.2. Theory of Change

Inputs		
<ul style="list-style-type: none"> <li>• Online web platform showcasing terrorism prevention and victims' services resources</li> <li>• Staff time directing terrorism prevention inquiries</li> <li>• Network of terrorism prevention practitioners and terrorism victim services resilience centers.</li> <li>• Best practices in terrorism prevention resilience center management</li> </ul>	<ul style="list-style-type: none"> <li>• Survivors and formers able to create compelling storytelling content</li> <li>• Redirect playlist with survivors/former content</li> </ul>	<ul style="list-style-type: none"> <li>• College/university students motivated to learn to counter online extremism</li> <li>• Online marketing curricula for countering online extremism</li> <li>• Access to survivors and formers content</li> </ul>
Activities		
<ul style="list-style-type: none"> <li>• Create an online web platform for terrorism prevention practitioners that can be viewed by individuals in need of terrorism prevention support</li> <li>• Facilitate assistance to individuals seeking support through the platform, both driving them to terrorism practitioners and facilitating partnerships among practitioners and with victims' services practitioners</li> </ul>	<ul style="list-style-type: none"> <li>• Create compelling content featuring survivors and formers to provide alternative narratives to domestic terrorist narratives and add that content to the online platform</li> <li>• Evaluate the effectiveness of the content in redirecting individuals searching for domestic terrorist-related online content</li> </ul>	<ul style="list-style-type: none"> <li>• Empower four classes across four different colleges/universities to lead terrorism prevention social media campaigns that leverage the resources of the center</li> </ul>
Outputs		
<ul style="list-style-type: none"> <li>• Access point for the supply of terrorism prevention demand</li> <li>• Resource consolidations across terrorism prevention resilience and terrorism victim services</li> <li>• Cross-geographic connectivity of terrorism resilience resources</li> <li>• Single hub for terrorism prevention services</li> </ul>	<ul style="list-style-type: none"> <li>• Survivors and formers content</li> <li>• Open access to survivors and formers content</li> <li>• Terrorism prevention practitioner access to A/B testing results of content</li> </ul>	<ul style="list-style-type: none"> <li>• Social media campaigns to identify and avoid narratives related to recruitment and mobilization to violence through survivors and formers content</li> <li>• Social media campaigns to identify and avoid narratives related to recruitment and mobilization to violence through virtual resilience resources</li> </ul>
Outcomes (Short Term)		
<ul style="list-style-type: none"> <li>• Additional vetted resources for terrorism prevention practitioners that make individuals less susceptible to violent extremism</li> <li>• Increase in connectivity and partnerships across terrorism prevention resilience centers that help make individuals less susceptible to violent extremism</li> </ul>	<ul style="list-style-type: none"> <li>• Increased resources for digital awareness-raising campaigns challenging terrorism and violent extremism with evidence of user engagement</li> </ul>	<ul style="list-style-type: none"> <li>• College/university students with increased skills in identifying avoiding narratives related to recruitment and mobilization to violence</li> <li>• Wide adaption of comprehensive terrorism prevention resources</li> </ul>

#### Outcomes (Long Term)

- Society is more broadly aware of domestic terrorism threats and resources to prevent them
- A significant number of organizations are empowered to make audiences less susceptible to domestic terrorism narratives

- Effective alternative narratives are widely promoted online diminishing domestic terrorists' influence

- Society is more broadly aware of domestic terrorism threats and resources to prevent them
- Effective alternative narratives are widely promoted online, diminishing domestic terrorists' influence

## Appendix C. Implementation and Measurement Plan

**Project Goal Statement:** To mitigate domestic violent extremism by undermining white supremacist extremist and far-right extremist narratives while empowering online coordination among terrorism prevention implementers.

<b>Organization Name</b>	One World Strong Foundation
<b>Project Title</b>	One World Virtual Resilience Center
<b>Grant Number</b>	DHS-20-TTP-132-00-01
<b>Grant Implementation Period:</b>	October 2020 – September 2022
<b>Reporting Period:</b>	1

**OUTCOME 1:** Engagement among local community stakeholders addressing violent radicalization is increased by expanding access to 1) threat assessment and management services, 2) programming to enhance resilience to targeted violence and terrorism narratives, and 3) enhanced social cohesion programs supporting targeted violence and terrorism prevention efforts.

- **Mid-Term Outcome 1.1:** Creation and adaptation of compelling disengagement and counter-narrative content with contributing partner Dear World by end of Phase 1 of project
- **Mid-Term Outcome 1.2:** Full launch of One World Online Resilience Center (OWORC) platform by Phase 2 of project
- **Mid-Term Outcome 1.3:** 20 terrorism prevention practitioners and 15 terrorism victim services centers from seven major metropolitan areas in the US gain access to OWORC platform and best practices for resilience programming

## OUTCOME 1 IMPLEMENTATION PLAN

Mid-Term Outcomes	Activity	Inputs/Resources	Period	Anticipated Outputs	Progress
<b>Objective 1.1:</b> Creation and adaptation of compelling disengagement and counter-narrative content with contributing partner Dear World	1.1.1. Collaborate with Dear World to create compelling disengagement and counter-narrative content featuring survivors and formers	<ul style="list-style-type: none"> <li>Network of survivors and formers able to create compelling storytelling content</li> <li>One World and Dear World staff</li> <li>Existing Dear World content resources</li> </ul>	Oct 2021 - June 2022	<ul style="list-style-type: none"> <li>TBD number of new pieces of disengagement and counter-narrative content in various formats to be hosted on OWORC platform</li> </ul>	(Complete for Progress Report Only)
	1.2.1. Update operational management of platform to ensure readiness for full launch	<ul style="list-style-type: none"> <li>One World and Netxio staff</li> <li>Technical development and management costs</li> </ul>	Oct 2021 - June 2022	<ul style="list-style-type: none"> <li>Operationally ready OWORC platform</li> </ul>	
	1.2.2. Beta testing of platform by Founding Member partner organizations	<ul style="list-style-type: none"> <li>Founding Member partner organizations</li> <li>One World and Netxio staff</li> <li>Microsoft licenses (available free of charge)</li> </ul>	Oct 2021 - April 2022	<ul style="list-style-type: none"> <li>Participation of three Founding Member organizations</li> <li>Beta-tested platform (with needed refinements and iterations completed)</li> </ul>	
<b>Objective 1.2:</b> Full launch of OWORC platform	1.2.3. Complete “hard” launch of OWORC platform	<ul style="list-style-type: none"> <li>One World, Netxio</li> </ul>	June - July 2022	<ul style="list-style-type: none"> <li>Tested and refined OWORC platform is live</li> </ul>	
	1.3.1. Integration of McCain Institute’s online network of practitioners and service providers onto platform	<ul style="list-style-type: none"> <li>Network of practitioners and service providers</li> <li>One World and Netxio staff</li> </ul>	Oct 2021 - June 2022	<ul style="list-style-type: none"> <li>McCain Institute’s online network of practitioners and service providers fully integrated into platform</li> </ul>	
	1.3.2. Internal OWORC review	<ul style="list-style-type: none"> <li>One World staff</li> <li>Participating organizations and providers</li> <li>Survey</li> </ul>	Aug - Nov 2022	<ul style="list-style-type: none"> <li>Internal assessment of user experience on platform</li> </ul>	
<b>Objective 1.3:</b> 20 terrorism prevention practitioners and 15 terrorism victim services centers gain access to OWORC platform and best practices for resilience programming	1.3.3. Best practices review of existing resilience resources and OWORC platform	<ul style="list-style-type: none"> <li>One World staff</li> <li>Participating resilience and resiliency centers in seven metro areas</li> </ul>	Aug 2022 - July 2023	<ul style="list-style-type: none"> <li>Final report providing a comprehensive view of resilience resources in the seven metropolitan areas that comprise the pilot project, and practicalities of managing and integrating the resources on OWORC platform</li> </ul>	



## OUTCOME 1 MEASUREMENT PLAN

Activity #	Outcome Indicator(s)	Data Collection Method and Timeframe	Results
1.1.1	Number of new pieces of disengagement and counter-narrative content created and uploaded to platform	Internal monitoring and progress reporting; Deadline of June 2022	(Complete for Progress Report Only)
1.2.1	Operational readiness of OWORC platform	Internal monitoring and progress reporting; Deadline of June 2022	
1.2.2	Number of participating Founding Member organizations; Iterations completed during beta testing	Documentation of confirmed Founding Member organizations and documentation of beta test changes; Ongoing Oct 2021 – April 2022	
1.2.3	Status of OWORC platform	Internal monitoring and progress reporting; Deadline of July 2022	
1.3.1	Number of practitioners and service providers integrated into platform	Documentation of accounts created; Ongoing Oct 2021 – June 2022	
1.3.2	Qualitative assessment of user experience; amount of time spent on platform; number of downloads of platform materials	Surveys conducted, review of internal user data after several months of platform use; Aug – Nov 2022	
1.3.3	Status of comprehensive review of best practices	Internal monitoring and progress reporting; Monthly check-ins Aug 2022 – July 2023	

**OUTCOME 2:** Members of the local community are provided access to a platform offering referrals and resources for individuals presenting risk factors of radicalization which connects these individuals to online or offline support services led by multi-disciplinary threat assessment and management teams.

- **Mid-Term Outcome 2.1:** Adaptation and launch of online engagement campaign directing at-risk online users away from potentially harmful, VE-related content to OWORC
- **Mid-Term Outcome 2.2:** 80 college students from four partner universities launch terrorism prevention campaigns highlighting OWORC and its innovative coalition of resources and service providers to several target demographics by the end of the period of program performance

## OUTCOME 2 IMPLEMENTATION PLAN

Mid-Term Outcomes	Activity	Inputs/Resources	Period	Anticipated Outputs	Progress
<i>Objective 2.1:</i> Adaptation and launch of Redirect campaign directing at-risk online users away from potentially harmful, VE-related content to OWORC	2.1.1. Determination of search terms to include in safeguarding	<ul style="list-style-type: none"> <li>• One World and Moonshot staff</li> <li>• Existing Moonshot technology and knowledge base</li> </ul>	January - February 2022	<ul style="list-style-type: none"> <li>• Search keyword database</li> </ul>	(Complete for Progress Report Only)
	2.1.2. Launch of online campaign offering at-risk users ads for OWORC using positive alternative messaging	<ul style="list-style-type: none"> <li>• Moonshot staff</li> <li>• Cost of online ads</li> </ul>	March - May 2022	<ul style="list-style-type: none"> <li>• TBD number of Google ads targeting at-risk users nationwide</li> </ul>	
	2.1.3. A/B testing to test the effectiveness of original content and third-party resources among at-risk users	<ul style="list-style-type: none"> <li>• One World and Moonshot staff</li> <li>• Cost of online ads</li> </ul>	March - May 2022	<ul style="list-style-type: none"> <li>• Report evaluating engagement of potential DVEs with platform resources and content</li> </ul>	
<i>Objective 2.2:</i> 80 college students from four partner universities launch terrorism prevention campaigns highlighting OWORC and its innovative coalition of resources and service providers to several target demographics by the end of the period of program performance	2.2.1. Mobilization of network of college students to create and launch online campaign highlighting OWORC platform and resources	<ul style="list-style-type: none"> <li>• One World and EdVenture Partners (EVP) staff</li> <li>• 80 college students from four universities nationwide</li> <li>• Existing EdVenture Partners P2P challenge resources</li> </ul>	Jan - May 2023	<ul style="list-style-type: none"> <li>• College student-led online campaigns promoting OWORC and its terrorism prevention resources</li> <li>• Participation of 80 geographically dispersed college students</li> </ul>	

## OUTCOME 2 MEASUREMENT PLAN

Activity #	Outcome Indicator(s)	Data Collection Method and Timeframe	Results
2.1.1	Status of search keyword database	Internal monitoring and progress reporting through monthly meetings; January – February 2022	(Complete for Progress Report Only)
2.1.2	Number of online ads targeting at-risk users nationwide	Online ads metrics data in biweekly updates; March 2022 – May 2022	
2.1.3	Engagement rates, downloads, and other quantitative and qualitative data on user interactions with ads and platform	Online ads and site engagement metrics data in weekly updates; March – May 2022	
2.2.1	Number of college students participating; Status of college student-led online campaigns	Documentation of college student participants, periodic reporting from EVP; Jan – May 2023	

Not limited to: economic, social, or political changes; changes to planned partnerships; legal or compliance changes; or other risks unique to this project. Use the chart below to identify these risks; add additional rows if necessary.

<b>Risk Identified</b>	<b>Likelihood of Risk</b> Low/Medium/High	<b>Risk Analysis</b> Brief assessment of the impact the identified risk could/would have on the project	<b>Risk Management Plan</b> Plan to minimize the impact that the risk presents to the project and adjustment to be made if the risk transpires
Web platform user anonymity to hacking/doxing	Low	Those who use our platform may be at risk of being targeted by white supremacists, including those with hacking/doxing capabilities	The chat function will be fully secure and One World will practice minimization procedures to reduce the information held on users
One World Staff security to hacking/doxing	Low	Our staff may be targeted by white supremacists, including those with hacking/doxing capabilities	The website will be built in a secure way and staff will be directed to be discrete about publicly sharing information. One World will maintain collaborative relationships with law enforcement.
COVID social distancing interferes with program efficiency	Low	Physical meetings and events may need to be canceled and/or postponed	The vast majority of the project can be done virtually. While it is ideal to bring survivors/formers together with the camera crew, the timing of filming can be flexible based on COVID spread conditions.
Lack of usefulness of content	Medium	The A/B testing could reveal that the content we produce is not credible for terrorism prevention practitioners	While this would reduce the reach/impact of our content, it would be a finding we would share with practitioners, informing the broader community and advancing the discipline

## Appendix D. Resumes of Key Personnel

### DAVID C. FORTIER

Boston, MA

+1 (978) 317-8221 | dave.fortier@oneworldstrong.org

#### WORK EXPERIENCE

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##### **One World Strong Foundation | Boston, MA**

###### ***Founder/President***

***02/2017 - Present***

- Engaging with U.S. embassies, U.S. federal agencies in the states, as well as with foreign governments and local community leaders, to help align the short and long-term needs of survivors, families that have lost loved ones, and first responders to terrorist, extremist, and mass casualty events – focus on developing sustainable resilience and prevention programs.
- Extensive background in conflict mitigation, prevention, and response leadership focusing on survivor and first responder resilience, counterterrorism and counter-extremism program development - promoting innovative recovery approaches to local, national, and international mass casualty events.
- Expertise across the national and international security paradigm such as developing counter narrative strategies with survivors and formers, radicalization awareness, designing peer-to-peer programs, facilitating trauma response, and resiliency center implementation.
- Connecting and working closely with local, state and federal law enforcement to develop targeted programs for victim assistance in the wake of mass casualty events in several cities.
- Implementation of sister city programs in Somalia and U.S. based schools focused on peer-to-peer understanding in three learning program areas: art and cultural exchange, humanitarian assistance, youth and educational program development.
- Actively engaged on a number of public diplomacy initiatives in the U.S. and overseas, including the International Visitors Leadership Program (IVLP), the flagship professional exchange program of the U.S. Department of State.
- Designed and implemented a global event in 2019 where individuals from around the world formed teams and combined distances by working together without regard to race, religion, ethnic background, or politics to achieve 26.2 miles over a four-day period, more than 7000 people participated from 63 different countries.

##### **Merrimack Global Partners | Newburyport, MA**

###### ***Principal Consultant and President/Founder***

***05/2006 – 01/2018***

- Started, managed and grew a wireless telecommunications and data services organization utilizing diverse and emerging technologies to deliver strategic solutions to major corporations globally.
- Extensive focus on business process design and optimization, change & risk management, organizational design and workforce planning.
- Interviewed, hired and maintained teams throughout the U.S., France and Kosovo.
- Consistently delivered on client projects ranging from software development and data integration to CRM and online/offline service support.
- Merged the company in 2018 to better focus time and efforts on the development and objectives of One World Strong Foundation globally.

**Darwin Partners | Boston, MA*****Executive Vice President - Telecommunications******02/1998 – 05/2006***

- Responsible for organizing, building and maintaining a self-functioning telecommunication organization of 75-100 people with finance, sales, customer service and direct project oversight across the country.
- Direct oversight for objectives and sales targets for teams throughout the U.S.
- Lead efforts to grow E911 business and wireless cell site builds, as well as organizing sustainable cell site software maintenance programs nationally.
- Consistently delivered on target sales and customer service objectives for multiple teams across the country specializing in program and project management for cell site implementation and E911 call maintenance.

**GKN Brambles | Paramus, NJ*****Director – Field Logistics and Communication Services******02/1989 – 01/1998***

- Responsible for building and maintaining a highly functional regional customer service organization while building CRM packages designed to increase client satisfaction.
- Responsible for major client efficiency and reporting with ratings consistently at 95-100% across all clients.
- Delivered key client service reports weekly for our senior executive team to insure continuous delivery quality of corporate services both in the region, as well as nationally.

**EDUCATION****Western New England University**

Master of Business Administration, Concentration in Economics and Program Management (May 1996)

**Western New England University**

Bachelor of Arts, Business Administration (May 1987)

**RELEVANT EDUCATION, EXPERIENCE & AWARDS**

- Director of Disaster Recovery, Beth Israel Deaconess Medical Center (BIDMC) Fellowship in Disaster Medicine – Boston MA
- 2020 Citizen Diplomat Award Recipient – U.S. Department of State, Educational & Cultural Affairs, Global Ties Programming
- Senior Fellow, Strong Cities Network - Specializing in Rights and Needs for Victims of Terrorism and Terrorism Prevention Programs – London, U.K.
- US Department of State Speakers Program - Member
- Dartmouth Tuck School – Business Program Course Completion in Business Planning, Process Optimization and Organizational Design



## **STEPHANIE N. CINQUE**

Bradenton, FL 34211

+1 (203) 417-3896 | stephanie@resiliencycenterofnewtown.org

### **WORK EXPERIENCE**

#### **Resiliency Center of Newtown | Newtown, CT**

##### ***Executive Director/Founder***

***09/2013 - Present***

- Responsible for developing and implementing trauma-informed programs, programs youth impacted by trauma, and programming for day and sleep away camp for youth.
- Facilitate all hiring and supervision of office staff and therapists, supervise all accounting and financial functions, and produce quarterly report for board of directors.
- Participate in Resiliency Center Directors meetings via the Nat'l Crime Victims Center.
- Provide trauma-informed clinical services to clients in crisis and consult with other communities who have had a mass shooting to share lessons learned.

#### **Division of Public Defender Services | Litchfield, CT**

##### ***Social Worker II***

***07/2007 – 09/2013***

- Interviewed clients and guardians to conduct diagnostic screenings, prepared psycho-social reports to be presented to all parties, formulated treatment plans for clients and make referrals to community-based agencies, and provided crisis counseling to clients and their families.
- Assisted public defenders in presenting information and testimony to the courts and visited clients in jail, prison, hospitals, residential programs and/or community.

### **EDUCATION**

#### **Southern Connecticut State University**

Doctorate, Social Work (Anticipated: May 2023)

#### **Columbia University**

Master of Science, Social Work (July 2003)

#### **Western Connecticut State University**

Bachelor of Arts, Social Work (May 2002)

### **VOLUNTEER WORK**

#### **FBI Victim Services Response Team (present)**

- Identify and prioritize existing materials on mass casualty response and the needs of children, participate in conference calls regarding topics related to mass casualty response and children.

#### **Connecticut Division of the Northeast Terrorism and Disaster Coalition for Children and Family Resilience (present)**

### **RELEVANT CERTIFICATIONS & TRAINING**

- School Social Worker Certification (CT State) - C012009232884
- Licensed Master Social Worker (CT State) – 14029743
- Certified School Social Worker (FL State) – 1416934
- Youth Mental Health First Aid, Mental Health First Aid USA
- Second Step Training Social Emotional Learning

## **THOMAS BENOIT**

East Falmouth, MA 02536

+1 (508) 524-8538 | tom.benoit@oneworldstrong.org

### **WORK EXPERIENCE**

---

#### **Semper Fi & America's Fund**

##### ***Chief Financial Officer***

***01/2014 – Present***

- Work as part of the executive management team to chart the course of the organization and focus on the accounting and financial areas to insure proper financial management and the highest ratings from charity watchdog groups.
- Responsible for all accounting, finance, investment management and Human Resources.

#### **Homes For Our Troops**

##### ***Chief Financial Officer***

***04/2006 – 12/2013***

- Worked as part of HFOT's executive management team to grow it into a nationally recognized, highly rated military nonprofit with \$20 million in annual donations.
- Responsible for all accounting, finance and investment management and Human Resources.

#### **Covanta-SEMASS Waste-To-Energy Facility**

##### ***Finance Manager***

***07/1990 – 03/2006***

- Responsible for all accounting and finance at this waste-to-energy facility in Rochester, MA, the third largest such facility in the country with \$150 million in annual revenues.

#### **House Calls**

##### ***Controller***

***01/1985 – 06/1990***

- Responsible for all facets of the accounting function for this publicly held home healthcare company. Responsibilities included SEC filings, Federal and state tax filings, cash flow management and coordination of the annual audit.

#### **KPMG**

##### ***Senior Accountant***

***09/1981 – 12/1984***

- Senior accountant in this public auditing firm, with clients in banking and retail.
- Performed the public auditing function for three initial public offerings.

### **EDUCATION**

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#### **University of Massachusetts – Dartmouth**

Bachelor of Science, Accounting (May 1981)

### **VOLUNTEER WORK**

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#### **One World Strong (2017 - present)**

- Assisting founder with filing for nonprofit status, formulating the mission and goals of the organization and performing all accounting functions.
- Currently serving as Board Treasurer, a position held since 2018.

#### **Homes for Our Troops (2004 – 2006)**

- Prior to joining HFOT as CFO, volunteered as its acting CFO starting shortly after its founding, performing all duties from donation entry to managing the annual audit.

## **Appendix E. Letters of Support/Recommendation**



18 St. Cross Street, Moonshot Cve Ltd, 4th Floor,, London, England, EC1N 8UN

**24 May 2021**

To Whom It May Concern:

I respectfully submit this letter of support for the Targeted Violence and Terrorism Prevention (TVTP) grant proposal for the One World Strong Foundation. Moonshot CVE looks forward to working with One World on this project.

Moonshot CVE provides a range of terrorism prevention resources, including our Redirect Method to place ads online that direct individuals searching for violent content to non-violent content that undermines extremists narratives. We implemented a Redirect Method campaign in all 3,142 counties in the United States last year. As part of our efforts, we frequently work with survivors of terrorist incidents and former extremists.

Moonshot looks forward to supporting One World's proposal for the TVTP grant program, including by conducting AB tests among the at risk audience, and raising the profile of the OWORC platform.

One World's insights into how formers and survivors can work together to prevent terrorism is of interest to us, and the ability to test the results of their new content would not only undermine extremist narratives, but allow us to test "what works".

Further, as terrorism prevention practitioners, having access to the One World Resiliency Hub could serve as a very helpful tool for our U.S.-based work. We look forward to serving as both a collaborative partner and "Founding Member" of the Hub.

Please do not hesitate to reach out with any questions.

Sincerely,

Ross Frenett  
**Founder**



May 21, 2021

Myrieme Churchill, M.Ed., C.E.C.  
Executive Director of Parents for Peace  
1490 Union Avenue,  
Memphis TN, 38104

Dear Sir/Madam:

I am pleased to support your proposal to the U.S. Department of Homeland Security FY 2021 Target Violence and Terrorism Prevention Grant.

I am currently the Executive Director of Parents for Peace, and I am also a first responder to P4P National Helpline to help people exit hate groups.

I stand in support of the One World Strong Foundation in their effort to prevent violent extremism. If selected to conduct their work, Parents For Peace will look forward to working with One World on this project. Parents For Peace was pleased with previous partnership with the One World Strong on joint prevention events.

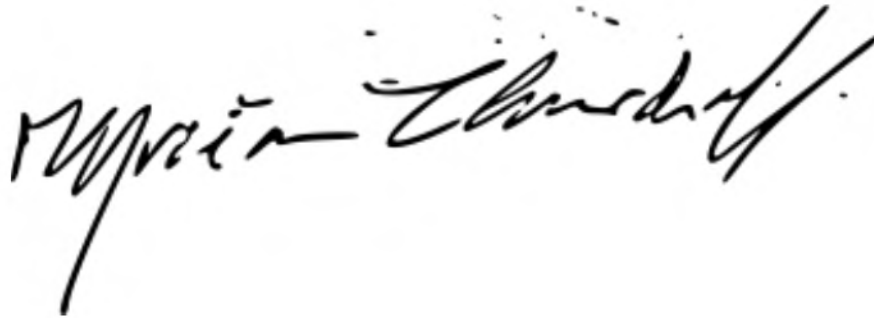
Parents For Peace is a 501 (c) 3, public health, that supports families concerned about loved ones becoming involved with extremism. Parents for Peace raises public awareness, provides effective intervention resources, and advocates for effective policy solutions. Parents for Peace is happy to provide resources to support One World developing and deploying content taken from personal interviews, collaboration on details regarding messaging, captioning and several other areas of

collaboration. Parents For Peace works closely together with former extremists and survivors of violent extremism in order to share their stories. Further, as terrorism prevention practitioners ourselves, having access to One World as part of this program with DHS could serve as a very helpful resource for our U.S. based work.

Please do not hesitate to reach out with any questions.

Sincerely,

Myrieme Churchill  
Executive Director, Parents for Peace

A handwritten signature in black ink, appearing to read "Myrieme Churchill". The signature is fluid and cursive, with a long, sweeping underline that extends to the left.





May 21, 2021

Dave Fortier  
One World Strong Foundation

Dear Dave,

I am pleased to support the One World Strong Foundation's application for a Department of Homeland Security Targeted Violence and Terrorism Prevention Grant. I am excited to collaborate with the One World Strong Foundation to create and populate a Virtual Resilience Center, which will address the critical and urgent threat of rising hate-based violence in the United States.

The Preventing Targeted Violence program at the McCain Institute for International Leadership shares a common goal with One World Strong Foundation in our efforts to prevent targeted violence and terrorism. As part of Arizona State University, we have a proven track record of producing impactful programming to address particularly challenging national and international problems. We are currently building a nation-wide Prevention Practitioners Network (PPN), a DHS-funded project which connects and supports interdisciplinary professionals providing direct prevention and interventions services to address targeted and hate-based violence within the United States.

As an expert in terrorism prevention at community, state, and national levels, I can attest to the need for this Virtual Resilience Center. I currently serve as the Senior Director of Preventing Targeted Violence at the McCain Institute. Previously, I served as Regional Director of the DHS Office of Terrorism Prevention Partnerships, established and served as Deputy Director for the U.S. Countering Violent Extremism Task Force, and coordinated all terrorism prevention initiatives across the U.S. Department of Justice. In each of these capacities, I have developed strong relationships with prevention and intervention practitioners around the country whom I can work with to populate the Virtual Resilience Center.

If awarded, I commit to leveraging the McCain Institute's Prevention Practitioners Network to aggregate terrorism prevention resources for the Virtual Resilience Center. I also commit to working closely with EdVenture Partners to engage I2P students in developing social and digital communication assets to market and promote the Center throughout the country to federal, state, and local governments and to civil society organizations.

In collaborating with the McCain Institute and other founding members Moonshot, Partners for Peace, and EdVenture Partners, One World is uniting and leveraging key organizations working in the terrorism prevention and intervention space. I look forward to working with you and our partners on this important project.

Sincerely,

Brette Steele

Senior Director of Preventing Targeted Violence  
McCain Institute for International Leadership



To whom it may concern,

May 22, 2021

I am pleased to offer our support to the One World Strong Foundation and its application for a Department of Homeland Security and Targeted Violence and Terrorism Prevention Grant.

There is no doubt in my mind that stories have the power to change the world. One World Strong know has a significant track record of bridging racial, religious and cultural gaps since their founding after the Boston marathon bombing.

From people we've worked with who are survivors of terrorism to first year college students, I've seen first hand what opening dialogue and moving towards healing can do for people. One World Strong's vision to create a virtual resiliency center to help combat and prevent domestic terrorism is needed and its needed now.

I'm confident in the team that has been assembled.

I'm confident in our team's ability to create meaningful work that delivers results.

For us, we've photographed over 150,000 people over the past ten years, have visited over 200 colleges, corporations and non-profit organizations that use our method to tell meaningful stories.

We look forward to partnering with One World strong and are impressed with the care, precision and vision of the Targeted Violence and Terrorism Prevention (TVTP). Please do not hesitate to reach out to me directly if you'd like access to more of our work or if you need any questions answered.

Sincerely,

Robert X. Fogarty  
Founder  
Dear World  
504.344.9833



April 4, 2020

To Whom It May Concern:

As you know, white supremacists have grown increasingly dangerous and adept at spreading their violent propaganda to radicalize people all over the U.S. Due to the national security threat being posed by an emerging hate landscape, I urge the U.S. Department of Homeland Security to find a permanent home for the innovative One World Virtual Resilience Center.

EdVenture Partners is a practitioner organization responsible for implementing the Peer-to-Peer: Challenging Extremism (P2P) program for the Department of Homeland Security from Spring Semester 2015 through Spring Semester 2017. During these five semesters, P2P directly engaged over 3,000 Gen Y and Z millennial university students who were responsible for developing, designing and implementing social and digital media campaigns to combat violent extremist messages online.

Throughout the U.S., P2P reached millions of people and demonstrated its ability to effectively partner with the tech sector. P2P students, the next generation of terrorism prevention practitioners, developed innovative campaigns, tools and products to combat targeted violence and hate. Many of these DHS-funded P2P campaigns continue on to this day as non-profits, NGO's, university institutes and for-profit organizations. Some have been awarded DHS grants to continue and grow their operations.

P2P would like to once again engage in domestic terrorism prevention by being a partner of the proposed One World Virtual Resilience Center's initiative. Our role is vital: P2P students will be instrumental in developing social and digital communication assets to market and promote the Virtual Resiliency Center throughout the country to federal, state, and local government entities as well as civil society organizations. Additionally, the opportunity to leverage content from One World survivors and formers into the spectrum of counter-narrative material developed by P2P students will be of immense value and will lend credibility and authenticity to this messaging.

Our joint approach with One World, along with Founding Members Moonshot, Parents For Peace and McCain Institute for International Leadership will help highlight the Virtual Resiliency Center and its resources. By use of social media campaigns, as well as the content created by One World's survivors and formers, the Virtual Resilience Center creates a user base for the Center and testing "what works" in counter-narrative content to prevent domestic terrorism.

Thank you in advance for your review and consideration of the One World Virtual Resilience Center's submission to address the Innovation Track, Preventing Domestic Terrorism programming.

Sincerely,

Tony

Tony Sgro  
CEO & Founder



1414 Kuhl Ave.  
Orlando, FL 32806  
tel 321 843 7000  
OrlandoHealth.com

Date: May 24, 2021

To: Department of Homeland Security (DHS) Targeted Violence and Terrorism Prevention (TVTP) Grant Program  
Re: One World Strong Foundation TVTP Grant support

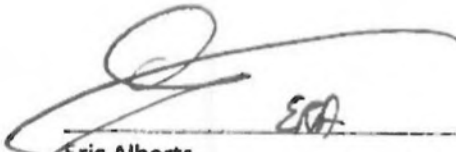
This is a letter of support for the development and implementation of a virtual resiliency center for survivors, families of lost loved ones, veterans, first responders, and health care providers who have experienced terrorist and extremist violence such as the June 12, 2016 Pulse Nightclub tragedy.

Having the ability to connect hospital personnel, victims, and first responders with peers, both domestically and internationally, who have faced the same or similar trauma, is an advantage that we did not have. This would also provide an opportunity for rapid sharing of best practices. We know from our personal experiences during the Pulse tragedy and from watching the psychological aftermath during the days that followed, that having a connection with someone who identifies with another's grief is invaluable.

We have worked closely with One World since their first visit to Orlando Health in the immediate aftermath of the Pulse Nightclub attack. The bonds that One World has created between survivors and emergency response personnel have generated countless stories of resilience and perseverance that can be utilized in prevention efforts nationally. We are excited to help One World grow this needed network of practitioners online, having efficient access to timely and accurate information is paramount in the healthcare field. Helping One World to build and grow this network is also critical to preventing acts of extremist violence as early intervention and prevention is key.

We support the creation and implementation of the Prevention Practitioners Network (PPN) and the One World online network that will power it. The PPN is a DHS-funded initiative which links and supports interdisciplinary professionals who provide direct prevention and intervention services to address hate-based attacks and violence. These acts of terror leave life-long emotional and physical scars on those left behind. The network One World is building can help prevent countless acts of violence, we are honored to assist in helping to ensure the online prevention program is successful nationally.

Thank you,



Eric Alberts  
Corporate Director of Emergency Preparedness  
Orlando Health

Date: 5/24/2021



1414 Kuhl Ave.  
Orlando, FL 32806  
tel 321.843.7000  
OrlandoHealth.com

A handwritten signature in dark ink, appearing to read "Amy C. DeYoung".

Amy C. DeYoung, MBA, RRT  
Assistant Vice President Orlando Health &  
Chief Operating Officer Orlando Health | Health Central Hospital

Date: 5/24/21

A handwritten signature in dark ink, appearing to read "Mary D. Senne".

Mary D. Senne, PhD  
Corporate Director, Well-Being  
Orlando Health

Date: 5/24/21

A large, dark, handwritten flourish or signature that spans across the bottom of the page.



To Whom it may concern,

I have had the opportunity to work with Dave Fortier in multiple capacities; the most recent being as a supporter of his cause, the One World Strong Foundation, and their initiative to build and launch a Virtual Resiliency Center to connect and provide valuable resources to people in need across the globe. The opportunity to be involved in such an impactful cause was greatly appreciated by me as well as several members of our leadership team.

The idea that our company, Nettixio, could leverage its strengths in software development, web development and data analytics to help people around the world overcome personal challenges after being impacted by horrific tragedies in their lives was not only rewarding but also resonated personally by many people within our company. Our head of sales currently has two sons in the military and has seen first-hand how challenging it can be for active military members and veterans to cope with stresses during and after serving our country. Our head of operations and head of IT both grew up in former Yugoslavia and have experienced oppression, the loss of many close friends and family members, and have seen many people struggle to survive without receiving the support and treatment that they gravely need to work towards living a healthy and happy life. Over 70% of our development and delivery staff is based in the same region with similar unfortunate experiences.

We are extremely grateful to be supporting the development and implementation of the One World Virtual Resilience Center to be utilized for prevention of domestic extremism here in the U.S. The breadth of experience and intimate knowledge One World has with survivors of terrorist and extremist attacks and their vast network of subject matter experts is the foundation of the effort. When combining the strong enabling capabilities of One World with Nettixio's advanced development capabilities and personal experiences of key members of our leadership team, we believe we can rapidly implement a targeted flow of information to those that need it the most.

This is not just a project for us. It is an honor to be a part of such a worthy cause targeted at helping so many overlooked and underserved people in our world. We hope to change many lives with our efforts and greatly appreciate the opportunity to do so.

Thank you,

A handwritten signature in black ink, appearing to read "Ed Krzyzanowski".

Edward Krzyzanowski  
CEO, Nettixio, Inc.  
+1.630.917.3999  
edk@nettixio.com





American Counterterrorism  
Targeting & Resilience Institute  
[AmericanCTRI.org](http://AmericanCTRI.org)

**Letter of Support to:** Department of Homeland Security (DHS)

**Regarding:** FY 2021 TVTP Grant

Dear Homeland Security Program Officer:

**The American Counterterrorism Targeting and Resilience Institute (ACTRI)** and Partner Organizations (*Storzy, Moonshot CVE & Other*) are pleased to support One World Strong's proposal for funding for the FY 2021 Targeted Violence and Terrorism Prevention (TVTP) grant program. The One World Strong's proposed app and activities are centered around meeting pressing prevention needs and prevention priorities in the realm of P/CVE, allowing for local resources to be allocated towards effective prevention programming.

ACTRI is a cross-disciplinary, nonprofit research organization focused on the broad spectrum of transnational extreme-right and militant jihadi political violence. ACTRI researchers study trajectories into and out of violent extremism, theories of online radicalization (mechanism of radicalization offline vs. online), extremist content, dissemination of extremist content, effects of exposure to extremist content, and interventions and regulations to reduce the appeal of extremism both offline and online. It draws from experiences of CT, CVE, academic, and digital marketing professionals spanning over 30 years in combined experience, including in training and lecturing law enforcement, intelligence, and P/CVE professionals worldwide.

It is our understanding that One World Strong has created a Virtual Resiliency Center ("VRC") application that will be utilized to house the Practitioner Network (EdVenture Partners, Parents for Peace, etc.) constructed by the McCain Institute as part of the FY 2020 DHS grant McCain received. The VRC that One World has built through private funding will be focused on developing counter-narrative content to prevent domestic terrorism in specific cities and regions of the US.

Through FY 2021 TVTP grant, ACTRI & Partner Organizations will develop alert subscription and delivery for third party mobile application integration through One World Strong's Virtual Global Resiliency Center application which will allow for ACTRI & Partner Organizations to feed data on disinformation, conspiracy theories, targeted violence, and domestic terrorism in general directly into the app, hence aid in the prevention efforts as envisioned by One World Strong. ACTRI & Partner Organizations will also ensure to aid in the continuous testing of the app in terms of content and functionality, wireframes, branding & integration with digital platforms, and user experience, among others.

Thank you again for your time and consideration, and please feel free to contact me for any questions you may have.

Regards,

*Allison McDowell-Smith*

Allison McDowell-Smith, Ph.D.

ACTRI, Deputy Director

[Allison.McDowell-Smith@AmericanCTRI.org](mailto:Allison.McDowell-Smith@AmericanCTRI.org)

May 21, 2021

## LETTER OF SUPPORT FOR ONE WORLD STRONG

To Whom It May Concern:

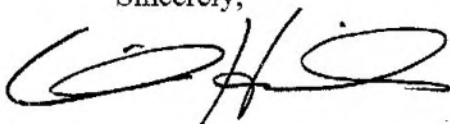
During my time as the Deputy Coordinator for Counterterrorism at the U.S. Department of State (October 2018-January 2021), I had the privilege of seeing the tremendous work performed by One World Strong. It is an incredible organization that does first-rate work.

One World Strong has a proven capability of bringing people together, both online and offline. I observed this firsthand with the work that the organization does supporting victims of terrorism around the world. By creating a network of survivors that connected in-person and virtually, One World Strong accelerated the healing process for people that had experienced tremendous trauma. Moreover, One World Strong employs a proven model of resiliency building for victims of terrorism within its network.

The unique differentiators that One World Strong has developed – its ability to develop online and offline networks and its model for resiliency building – will allow it to be successful and effective in all of its counter-extremism related endeavors. The team at One World Strong is committed, professional, and knowledgeable. The organization is guided by a strong moral compass and is engaged in the counter-extremism space because of a genuine desire to make the world a better, safer place.

One World Strong is among the most inspiring organizations that I have encountered. I have full faith and confidence that it will continue to do incredible work.

Sincerely,

A handwritten signature in black ink, appearing to read 'CH', with a stylized flourish extending from the end.

Christopher Harnisch

May 25, 2021

Dave Fortier  
President  
One World Strong Foundation

Dear Mr. Fortier,

This letter is to express our support for your proposed **One World Virtual Resilience Center** project. Global Ties U.S. is committed to using international exchange and dialogue to promote peace and prosperity, and we believe that this project represents a unique opportunity to bring together best practices from around the world to discredit extremist narratives and to prevent domestic terrorism in the United States.

A long-standing partner of the U.S. Department of State, Global Ties U.S. has nearly sixty years of experience at bringing together civil society leaders from the United States and around the world to find solutions to pressing global challenges. The Global Ties Network includes over 80 Community-Based Members located throughout the United States, which combine to serve all fifty states by connecting their communities to the world.

If the One World Strong Foundation is awarded funding to implement this project, Global Ties U.S. will provide support by working with our member organizations to coordinate activities in selected communities. Our members have extensive experience convening events with civil society leaders from a wide range of sectors, including law enforcement, education, religion, and public affairs, and can create unique experiences for One World-organized delegations to learn about conditions on the ground in different communities. Additionally, we can leverage alumni networks of Global Ties U.S. and of our members to identify international experts on right-wing extremism.

Sincerely,

*Katherine Brown*

Katherine A. Brown, Ph.D.  
President & CEO

[kbrown@globaltiesus.org](mailto:kbrown@globaltiesus.org) / 202.271.1751

# EMW-2021-GR-APP-00130

## Application Information

**Application Number:** EMW-2021-GR-APP-00130

**Funding Opportunity Name:** Fiscal Year (FY) 2021 Targeted Violence and Terrorism Prevention (TVTP)

**Funding Opportunity Number:** DHS-21-TTP-132-00-01

**Application Status:** Pending Review

## Applicant Information

**Legal Name:** One World Strong Foundation Inc

**Organization ID:** 21977

**Type:** Nonprofit having 501(c)(3) status with IRS, other than institutions of higher education

**Division:**

**Department:**

**EIN:** (b)(6)

**EIN Shared With Organizations:**

**DUNS:** 105249345

**DUNS 4:**

**Congressional District:** Congressional District 06, MA

## Physical Address

**Address Line 1:** 207 Northern Blvd

**Address Line 2:** [Grantee Organization > Physical Address > Address 2]

**City:** Newburyport

**State:** Massachusetts

**Province:**

**Zip:** 01950-[Grantee Organization > Physical Address > Zip 4]

**Country:** UNITED STATES

## Mailing Address

**Address Line 1:** 207 Northern Blvd

**Address Line 2:** [Grantee Organization > Mailing Address > Address 2]

**City:** Newburyport

**State:** Massachusetts

**Province:**

**Zip:** 01950-[Grantee Organization > Mailing Address > Zip 4]

**Country:** UNITED STATES

## SF-424 Information

### Project Information

**Project Title:** One World Strong Online Resilience Center (OWORC) - Innovation Track: Preventing Domestic Extremism

**Program/Project Congressional Districts:** Congressional District 06, MA

**Proposed Start Date:** Tue May 25 00:00:00 GMT 2021

**Proposed End Date:** Thu May 25 00:00:00 GMT 2023

**Areas Affected by Project (Cities, Counties, States, etc.):** Boston, MA; Orlando, FL; Los Angeles, CA; Portland, OR; St Louis, MO; Las Vegas, NV; Atlanta, GA

## Estimated Funding

Funding Source	Estimated Funding (\$)
Federal Funding	\$749300
Applicant Funding	\$0
State Funding	\$0
Local Funding	\$0
Other Funding	\$0
Program Income Funding	\$0
<b>Total Funding</b>	<b>\$749300</b>

**Is application subject to review by state under the Executive Order 12373 process?** Program is not covered by E.O. 12372.

**Is applicant delinquent on any federal debt?** false

## Contacts

Contact Name	Email	Primary Phone Number	Contact Types
Tom Benoit	(b)(6)		Secondary Contact
Dave Fortier			Primary Contact Authorized Official Signatory Authority

## SF-424A

### Budget Information for Non-Construction Programs

**Grant Program:** Targeted Violence and Terrorism Prevention Grant Program

**CFDA Number:** 97.132

Budget Object Class	Amount
Personnel	\$383400
Fringe Benefits	\$28200
Travel	\$30000
Equipment	\$0
Supplies	\$6000
Contractual	\$230000
Construction	\$0
Other	\$36000
Indirect Charges	\$35700
<b>Non-Federal Resources</b>	<b>Amount</b>
Applicant	\$0
State	\$0
Other	\$36000
<b>Income</b>	<b>Amount</b>
Program Income	\$0

**How are you requesting to use this Program Income?** [\$budget.programIncomeType]

**Direct Charges Explanation:**

**Indirect Charges explanation:**

## Forecasted Cash Needs (Optional)

	First Quarter	Second Quarter	Third Quarter	Fourth Quarter
Federal	\$	\$	\$	\$
Non-Federal	\$	\$	\$	\$

## Future Funding Periods (Years) (Optional)

First	Second	Third	Fourth
\$	\$	\$	\$

Remarks:

# SF-424C

## Budget Information for Construction Programs

## Assurances for Non-Construction Programs

Form not applicable? false

Signatory Authority Name: Dave Fortier

Signed Date: Tue May 25 00:00:00 GMT 2021

Signatory Authority Title: Dave Fortier - President

## Certification Regarding Lobbying

Form not applicable? false

Signatory Authority Name: Dave Fortier

Signed Date: Tue May 25 00:00:00 GMT 2021

Signatory Authority Title: Dave Fortier - President

## Disclosure of Lobbying Activities

Form not applicable? true

Signatory Authority Name: Dave Fortier

Signed Date: Tue May 25 17:35:40 GMT 2021

Signatory Authority Title: